

***Comprehensive Marketing Plan for Local Non-Profit Arts  
Organization***

**by**

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# Marketing Plan

Prepared October 2004 – September 2005

By Anthony Scanio

# LHUCA Marketing Plan

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## I) Executive Summary

The Louise Hopkins Underwood Center for the Arts (LHUCA) is a community arts center in Lubbock, Texas. It began as the Lubbock Regional Arts Center in 1997 until a name change took place in 2004. The purpose of LHUCA is to provide a home for the arts in Lubbock and the South Plains region. To do this, the market divides into two main groups consisting of a business market and a consumer market. The business market includes individual artists, arts organizations, and non-arts-related facility renters. For artists and arts organizations, LHUCA provides space for the creation and exhibition of art, facilities to hold meetings, and guidance with issues affecting artists and arts organizations. For non-arts-related facility rentals, LHUCA provides different meeting space possibilities in a unique atmosphere, differentiating itself from more traditional meeting places such as hotels and restaurants.

The consumer market of LHUCA is divided into two segments. One segment consists of individuals who come to LHUCA to experience the art through events such as plays, exhibits of different art mediums, workshops, and film screenings, just to name a few. The other segment consists of individuals who attend the annual gala.

For LHUCA to increase its presence in the community and continue healthy growth, a few important core competencies are required. Core competencies are the activities in which LHUCA specializes that are not easily imitated and that will sustain long-term success. In the business market, the core competencies are:

- (1) Offer different facilities for the creation and exhibition of all the arts.
- (2) "Audience build" by hosting complimentary events that attract larger crowds.

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In the consumer market, the core competencies are:

- (1) Offer all of the arts at one central location.
- (2) Host different classes and clinics at LHUCA.
- (3) Work with area schools (public, private, and home) to instill the importance of art in area youth.

Key success factors are also needed to keep LHUCA competitive in the market. These are tasks that must be done so as not to be at a competitive disadvantage in the market. For the business market, the key success factors are:

- (1) Demonstrate to the business market consumers that LHUCA offers the greatest value in art in West Texas.
- (2) Have appropriate technology for different types of presentation needs.
- (3) Offer a variety of unique-environment facilities to host events for non-arts-related renters.
- (4) Provide superior personal service.

For the consumer market, the key success factors are:

- (1) Offer exhibits, performances, and community events that concentrate on different art forms.
- (2) Provide superior personal service.

The market that LHUCA competes in includes many different businesses, but those can be narrowed down to a few major competitors in each market. One of the main business market competitors is the Lubbock Garden and Arts Center. It attracts both artists and arts-related organizations. It also competes for non-arts-related facility rental. Competition for attracting artists to display their work at LHUCA also includes artists' personal galleries and local for-profit art galleries. In the non-arts-related facility rental segment, the Science Spectrum is considered to be a competitor due to its unique rental space environment.

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In the consumer market, competitors include the Buddy Holly Center, the Lubbock Garden and Arts Center, the Museum of Texas Tech University, and Texas Tech University as a whole.

There are many organizations in Lubbock and surrounding communities that can help attract business to LHUCA. Through organizations such as the Lubbock Convention and Visitors Bureau and the Lubbock Hotel and Motel Association, out-of-town visitors can be directed to LHUCA for events such as exhibits and plays as well as facility rentals that can be held in conjunction with conventions.

The remainder of this report will provide detailed information into ways that LHUCA will differentiate itself from others in the market, how LHUCA will be positioned in the minds of consumers in relation to competitors, and a number of other items that are key for LHUCA to continue to build the brand, increase name recognition, and improve the overall success of the facility.

## II) Key Recommendations

The key recommendations made in this report include the following:

1) *Build the brand name.*

This is very important for LHUCA to do to project one clear and consistent image to the market.

One single name needs to be chosen and then used in all publications. LHUCA should project what it does through its communications with the public and the events held at the arts campus.

More on this subject can be found in *Section IX) Market Research* (p. 47) and *Section XIX)*

*Brand Name* (p. 80).

2) *Exploit and build core competencies and improve performance of key success factors.*

The core competencies that LHUCA holds have many advantages in the art community of Lubbock and should be used to its advantage. LHUCA should also continually strive to improve its performance of the key success factors. With the combination of the core competencies and key success factors, LHUCA will hold a favorable position in the market. More on this subject can be found in *Section IV) Core Competencies* (p. 14) and *Section V) Key Success Factors* (p. 17).

3) *Continue being leader in First Friday Art Trail.*

The results from the electronic market survey undertaken show that the First Friday Art Trail has been a huge success. It not only brought in the highest number of visits among respondents, but when compared to visits to other locations in town, showed a much higher attendance frequency per event day. More on this subject can be found in *Section VIII) Market Research* (p. 48).

4) *Create and hold a valuable position in the minds of the public.*

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LHUCA can differentiate itself in the market in a meaningful way by exploiting its core competencies and utilizing its key success factors. When consumers perceive LHUCA, they should see it as offering much more than other locations. This is how LHUCA can increase the value. More on this subject can be found in *Section XVIII) Market Positioning Strategy* (p. 76).

### 5) *Take advantage of e-commerce opportunities.*

This recommendation can greatly improve the value of LHUCA in the mind of both consumers and artists. To do this, four important elements are required:

- a) *Design efforts.* The website should appear professional. For this to happen, time and money will need to be spent in the design of the website.
- b) *Complete integration of marketing activities.* The website should be a means to integrate marketing activities and should be a place where people go to find more information. The website can help build the brand, promote events, and show people what LHUCA has to offer.
- c) *Increased capabilities.* The website should be able to do many things that it does not currently do. These things include ticket sales, virtual facility tours, and an online art gallery, just to name a few.
- d) *Investment in security software.* The addition of ticket sales and art galleries leads to the necessity of security software to protect the information of website users. One such type of software is Verisign®.

More on this subject can be found in *Section XXIV) Objectives for E-Commerce* (p. 89).

### III) Market Description

LHUCA falls under numerous NAICS (North American Industrial Classification System) codes.

These codes are shown below in *Table 1: Applicable NAICS Codes*.

*Table 1: Applicable NAICS Codes*

NAICS Code	Description	Number of Entities		Number of Employees	
		U.S.	Texas	U.S.	Texas
71111	Theater Companies and Dinner Theaters	3,583	179	72,487	3,780
71112	Dance Companies	557	27	9,017	487
71113	Musical Groups and Artists	4,594	203	49,050	2,022
71119	Other Performing Arts Companies	569	23	7,667	159
7115	Independent Artists, Writers, and Performers	15,862	397	56,828	1,463
71211	Museums	4,533	269	82,061	4,315
<b>Totals</b>		<b>29,698</b>	<b>1,098</b>	<b>277,110</b>	<b>12,226</b>

As can be seen from this information, arts-related businesses compose a significant part of the national and state economies.

For LHUCA specifically, two main markets will be targeted: a business market and a consumer market.

#### a) Business Market

The business market consists of three main segments: (1) artists, (2) arts organizations, and (3) non-arts-related facility renters. See *Table 2: LHUCA Business Market Segments*.

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Table 2: LHUCA Business Market Segments

Individual Artists	Arts Organizations	Non-arts-related Facility Rental
<ul style="list-style-type: none"> <li>• Space to create and display art (rental of studios, exhibition in a gallery, musical performance)</li> <li>• Place to meet with other artists to share ideas and techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Work closer with LHUCA to plan events on LHUCA campus</li> <li>• “Audience build” to attract larger crowds</li> <li>• Place to meet other organizations to share ideas and techniques</li> <li>• Plan events with other organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Business Meetings</li> <li>• Receptions</li> <li>• Annual Parties/Dinners</li> <li>• <i>Rentals only available if not in use for arts programming</i></li> </ul>

For artists, LHUCA serves as a facility that allows artists to create and display their work. This can be for artists who are still in public schools, local college students, part-time artists, or professional artists who have turned their creation of art into a career. Events that include these artists can include, but are not limited to, professional musical performances, monthly visual art exhibits, or dance performances.

For local arts organizations, LHUCA provides rental space for the organizations’ meetings, rehearsals, and any events the groups desire to host. The groups benefit from using LHUCA because they are surrounded by artists and other organizations, thereby helping to increase creativity and participation among each other. The central location of these people provides for increased flow of information about issues facing these types of organizations, ease of planning for joint events that provides increased attendance at events, and increased creativity.

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The LHUCA business market also concentrates on non-arts-related facility rental. The facility lends itself as a location to allow both individuals and businesses to hold receptions, meetings, and other events in a unique atmosphere. Low rental rates compared to places such as hotels provide an incentive to host events, while the atmosphere provides a unique experience not available at those locations.

### **b) Consumer Market**

The consumer market consists of two main segments: (1) people coming to LHUCA to experience the arts and (2) individuals who attend the annual gala. See *Table 3: LHUCA Consumer Market Segments*.

*Table 3: LHUCA Consumer Market Segments*

<b>Art</b>	<b>Gala</b>
This segment is further divided into the different art mediums: <ul style="list-style-type: none"><li>• Dance</li><li>• Film</li><li>• Literature</li><li>• Music</li><li>• Painting</li><li>• Photography</li><li>• Sculpture</li><li>• Theatre</li></ul>	This is seen as a different segment based on the idea that attendees have high levels of disposable income. This allows the attendees to donate to LHUCA without necessarily seeing an immediate effect.

For individuals attending art events, LHUCA provides a place for both locals and out-of-town visitors to congregate and experience all of the different arts. To satisfy this, LHUCA offers different types of events including performances, exhibits, and classes. This segment is further

## LHUCA Marketing Plan

divided into sub-segments by art form. These sub-segments are: Dance, Film, Literature, Music, Painting, Photography, Sculpture, and Theatre. What sets LHUCA apart from other locations in the area is its commitment to numerous types of art. Many places in town concentrate on only visual art, performance art, or music. LHUCA is a place for all of these and more. This in turn increases traffic to individual events by allowing complementary events to take place at the same time. For example, someone can visit LHUCA to see a theatre event, but while at the facility stay to tour the galleries as well. This increases exposure for both the artists and LHUCA.

The consumer market also consists of people that attend the annual gala. This is considered a separate segment because of the buying behavior of the segment. The people who attend the gala have, on average, a higher level of disposable income. They are not only art enthusiasts, but are also able to support the arts without seeing an immediate result from their donation. This segment must be shown that their contributions are really what keeps LHUCA running.

## **IV) Core Competencies**

Core competencies are considered to be the things that LHUCA must perform to differentiate itself in the market. Core competencies are things that others in the market cannot easily copy, thereby differentiating LHUCA and creating a unique position in the mind of the consumer.

Each market requires its own core competencies.

### **a) Business Market**

The business market requires three core competencies, which are described below.

*(1) Offer different facilities for the creation and exhibition of all the arts.*

When LHUCA offers facilities for the creation and exhibition of all the arts, it provides a broader offering to the artists and arts organizations segments. Offering more than just a gallery or a theatre creates more possibilities for these two segments. Facilities in the future will include a photography dark room, clay studio, and rehearsal hall as well as other places for the creation and exhibition of art.

Offering facilities for all the arts does have limits. It must be decided as to how much to invest in facilities for the different art forms. Facilities to think about include a costume shop for the theatre or a full film editing facility for filmmaking. These items are important in the creation of art, but LHUCA must decide how complete the facilities for each type of art will be. These items will need to be discussed by the staff and board of LHUCA to share thoughts on each subject. It may be decided that at a certain time, an item's price might outweigh its benefits and investment in the item should be postponed.

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*(2) "Audience build" to attract larger crowds by holding complementary events.*

When artists and organizations work with each other and with LHUCA, events are communicated to more of the right people and thereby increase audience sizes that were not possible without the cooperation. This relationship benefits both the artists and organizations as well as LHUCA.

One example of audience building in the past occurred with the play *Quilters*, performed by the Lubbock Community Theatre. In addition to just the play, a number of local quilting clubs were asked to display their work in the lobby during the weeks the play was performed. There was also cooperation with the National Cowboy Symposium that occurred during the same time period. This increased attendance for all three groups. These are the types of things that LHUCA needs to continue in order to differentiate itself from competitors.

### **b) Consumer Market**

In the consumer market, there are two main core competencies LHUCA must maintain.

*(1) Offer all of the arts at one central location.*

By offering more than just one art form, the needs of more customers are met. This attracts larger numbers of people. Housing exhibits of different art work at the same time allows visitors to see more art than what they planned to see. This creates value in the mind of the consumer.

*(2) Host different classes and clinics at LHUCA.*

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Clinics and classes offered for the community to attend increase awareness of, and participation with, LHUCA. This can involve the resident and affiliate groups by having them host or teach the events. This in turn increases awareness of the organizations in the community.

### *(3) Work with area schools (Public, Private, and Home).*

This is done by either including the schools in events at LHUCA or having the students at the schools create art for display or performance. This brings students, teachers, and their families to LHUCA and helps build the LHUCA brand as a place that fosters the arts. Students also learn how to appreciate and enjoy the arts.

For the long term, this relationship with educational institutions is beneficial because every year a large number of new students will be exposed to LHUCA. It will build the LHUCA brand and instill the value of art in the minds of Lubbock's youth while at the same time setting the foundation for a healthy relationship in the future.

When LHUCA hosts the students' art, it not only brings in the students, but also their family and friends, which in turn further increases exposure. This increased exposure can lead to increased membership.

"Area schools" does not include just Lubbock, but can reach as far away as Amarillo, Midland, and Roswell.

## V) Key Success Factors

Key success factors are the things that LHUCA must strive to do as well as or better than its competitors to stay competitive in the market. These are things that others are already doing, so if LHUCA fails to meet these criteria, it will be at a severe competitive disadvantage in the market place.

### a) Business Market

For the business market, the key success factors are:

*(1) Demonstrate to the business market consumers that LHUCA offers the greatest value in art in West Texas.*

This is especially true for the organizations because of discounted rental and commission rates. LHUCA can be perceived as extremely valuable. Prices are considerably less expensive than most places while at the same time offering a unique experience to the business market consumer. For non-arts-related renters, the value is increased because of the presence of the art. Rate comparisons between LHUCA and the Lubbock Garden and Arts Center can be seen in *Appendix I: Rate Comparisons for Meeting Spaces.*

*(2) Have appropriate technology for different types of presentation needs.*

Technology is an important factor in many presentations. It is necessary to have computers with PowerPoint<sup>®</sup>, projectors, and screens. A VCR, DVD player, whiteboard, or overhead projector should also be available for those who need it for their presentation. By having these things

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already available and paid for, the price will not have to vary for the rental space, creating greater value.

LHUCA must also stay current with technology. One way that LHUCA can do this is to solicit donations from local businesses. In return for their donation, they can receive recognition at events, membership, or something similar that does not involve direct payment for the products.

*(3) Offer a variety of unique-environment facilities to host events for non-arts-related renters.*

The fact that art surrounds the renter upon entering the facility differentiates LHUCA from other rental spaces in town. Other places in town will experience difficulty competing with this because of the design of LHUCA. If LHUCA discontinues displaying art everywhere, the competitive edge will be lost.

LHUCA is flexible to offer different locations for rental. By offering more variety, the probability of having what the renter desires increases. Rentals are not restricted to only the conference room, but are available in the galleries, studios, or rehearsal halls, whichever works best for the renting party. For the rental areas, arts programming takes priority in order to conform to the overall mission of LHUCA as being a home for the arts.

*(4) Provide superior personal service.*

For renters at LHUCA, it is important they have a more personal and enjoyable experience than they would have at other rental spaces in the area. The LHUCA campus itself allows for

## LHUCA Marketing Plan

isolation from other activities occurring at the same time. This isolation maintains a quiet atmosphere that allows people to concentrate on the topic at hand.

It is important for the future to maintain good relations with renters to bring them back. It is much less costly to retain a current customer than it is to attract a new one.

### **b) Consumer Market**

The two key success factors for the consumer market are as follows:

*(1) Offer exhibits, performances, and community events that concentrate on different art forms.*

This brings people to LHUCA. The more people LHUCA attracts, the more people spread the word. As more people attend events, there is an increased chance that some of these people will become members or donors.

This also prevents LHUCA from concentrating on one type of art. Offering events for all of the arts coincides with the overall purpose of LHUCA to be a home for all the arts.

*(2) Provide superior personal service.*

It is important that everyone that visits LHUCA is warmly welcomed. Proper attention is given to guests and any questions they may have are handled appropriately. Also, hosting events with the artist available for interaction with the attendees creates an even more personal experience with the art, creating increased value.

## **VI) Anticipated Marketing Strategy in Introduction Stage**

The following marketing strategy will be described in terms of the “4 Ps of Marketing” (Product, Place, Promotion, and Price). The first period covered will be the “Introduction” period which is the present time. This was chosen because LHUCA is still relatively new to the market.

### **a) Business Market**

#### *i) Product*

LHUCA is a place for artists to create and exhibit their work. They can also use LHUCA to teach classes and workshops. LHUCA also offers services for artists, such as helping design the layout of an exhibit with an artist.

LHUCA is also a place for arts non-profit organizations to hold meetings or host events.

Services can be offered to these organizations such as workshops on issues facing these types of organizations or help in organizing joint events with other groups at LHUCA.

The facility has a convenient location and unique facilities to host private events such as business meetings, parties, and other similar events.

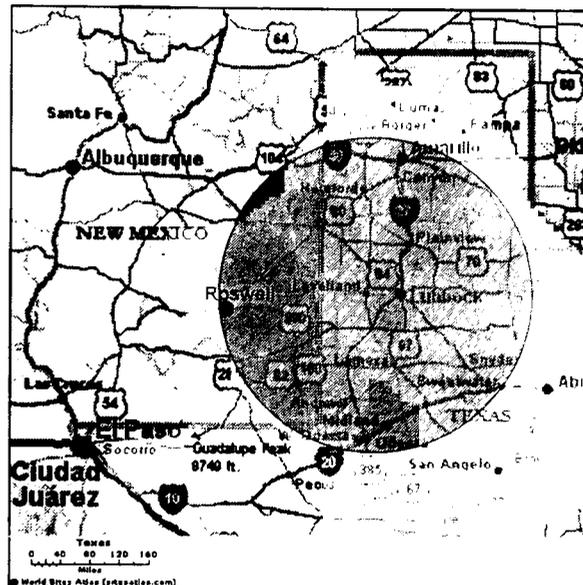
#### *ii) Place*

Artists will primarily be from Lubbock and the surrounding communities. Abilene was not chosen as part of the market for LHUCA because of the colleges and universities in the town. It is thought that the residents of Abilene will have opportunities available at the colleges and universities as well as around town at locations such as the Grace Museum. This is the reason

## LHUCA Marketing Plan

why Roswell was chosen over Abilene to be included in the market. For a visual representation of the market coverage of LHUCA, see *Figure 1: Geographic Market Area for LHUCA Business Market*.

*Figure 1: Geographic Market Area for LHUCA Business Market. (For a larger picture, see Appendix II: Geographic Market Area for LHUCA.)*



The non-arts-related rentals can begin with businesses and individuals that are known to the board and staff of LHUCA. This is beneficial because of personal references. These businesses will be located in Lubbock or the surrounding local communities.

### *iii) Promotion*

Personal references will be important throughout the introduction stage. Once the construction is complete, advertisements and media releases can be placed in preferred positions in appropriate publications. Another way to promote is through direct mail-outs to organizations and artists explaining the purpose of LHUCA and the benefits that can be enjoyed.

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## LHUCA Marketing Plan

The artists will be contacted through connections of the board, staff, and current artists involved with LHUCA.

Arts organizations currently located in LHUCA can spread word to other people in the arts community. Once again, personal references are important.

### *iv) Price*

The current strategy of LHUCA should be the continued use of current prices. One important aspect of these prices is that the discounted rates to non-profits and artists help promote the arts and LHUCA as a place that truly wants to be a home for the arts. The full range of the facilities plus all of the services offered, unique art environment, and an economical price all equal a great value in the mind of the consumer.

## **b) Consumer Market**

### *i) Product*

LHUCA should continue to offer the events and activities currently held at the facility. These include the First Friday Art Trail, Saturday Night Cinema, Rough Cut Film Series, and the gala (soon to be held on the LHUCA campus). These events are in line with the core competency of offering different types of art; however, this does not yet provide events for all the arts. After construction is completed, the facilities will be available to complete this objective.

For the annual gala, the product should remain more or less the same. This would include continuing the film theme, the auction of donated items, and a raffle.

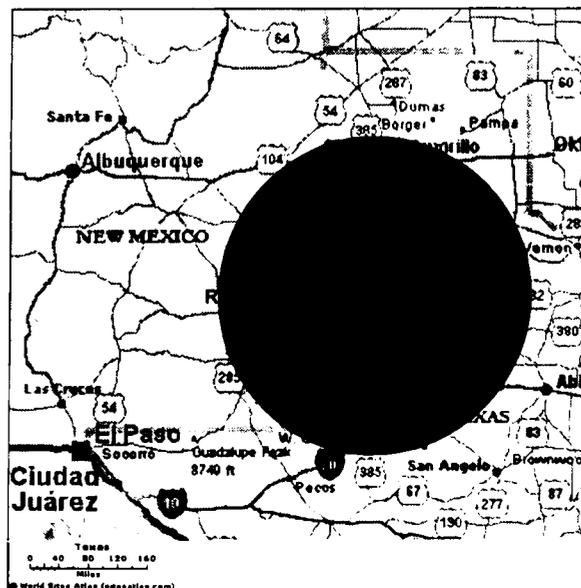
## LHUCA Marketing Plan

### ii) Place

LHUCA concentrates on attracting citizens of Lubbock and the surrounding communities for events. With low prices and quality events, these people will have a good experience and spread the word. Work is also undertaken to bring in people and schools from outside of the Lubbock area including Amarillo, Midland, Odessa, and Roswell.

Abilene was not chosen as part of the market for LHUCA because of the colleges and universities in the town. It is thought that the residents of Abilene will have things to see at the colleges and universities as well as around town at locations such as the Grace Museum. This is the reason why Roswell was chosen over Abilene to be included in the market. For a visual representation of the market coverage of LHUCA, see *Figure 2: Geographic Market Area for LHUCA Consumer Market*.

*Figure 2: Geographic Market Area for LHUCA Consumer Market. (For a larger picture, see Appendix II: Geographic Market Area for LHUCA.)*



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## LHUCA Marketing Plan

### *iii) Promotion*

One way to promote events is the placement of flyers and other literature at local for-profit art shops, libraries, bookstores, coffee shops, hotels, Lubbock Convention and Visitors Bureau office, and the Lubbock Chamber of Commerce.

A public relations program should also be undertaken that includes monthly press releases to Amarillo, Midland, Odessa, Roswell, Plainview, and Lubbock (including The Daily Treader) newspapers. Information should also be released to the National Public Radio and all local radio and television stations serving these areas.

### *iv) Price*

First Friday Art Trail should remain free to the public. This allows for at least one time each month that anybody can view the art at LHUCA free of charge. For other events that do charge, prices should be kept low. This makes it easier for people to come to the events without worrying about the price. As seen in the market research that was undertaken, cost played no role in preventing those that responded from attending events at LHUCA. See *Appendix VIII: Electronic Market Research Survey*.

Another important aspect is the acquisition and maintenance of sponsors. This is important to provide funding that does not cause a considerable amount of extra work and planning for the staff of LHUCA. Possibilities include sponsorships for not only the gala, but for separate events, galleries, and exhibits.

## **VII) Anticipated Marketing Strategy in Growth Stage**

The growth stage is a look at what might happen in the future. This section should be used as a guideline in the future and then adapted to the current market situation. LHUCA can identify the beginning of the growth strategy by increased activity at an increasing rate for an extended period of time.

### **a) Business Market**

#### *i) Product*

The products offered to the business market will remain the same, but with more options available to the facility users. There will be access to the clay studio, dark room, and other places to create art. When the theatre is not being used for arts-related events, it is another option for meetings, especially those needing a space for large presentations.

#### *ii) Place*

After the facilities are better known, the locations of the facility renters can expand beyond the Lubbock area. Facilities can be promoted to those that bring in people from out of town, such as the Lubbock Convention and Visitors Bureau (CVB). Whenever there is a conference hosted in Lubbock, LHUCA should speak with the CVB and explain the increased value to the people planning the convention of having part of it held at LHUCA. This will depend on the size of the convention and could range from a cocktail party to a dinner to actual meetings for the conference.

#### *iii) Promotion*

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## LHUCA Marketing Plan

LHUCA should build a relationship with the Lubbock CVB and promote the facilities in their publications. Promotion to area schools and colleges to bring students to LHUCA to showcase their art should be also continued.

### *iv) Price*

The facilities will still continue increase recognition of LHUCA in the community; therefore, the price should remain low to allow people to rent without worrying about the price. This will continue to differentiate LHUCA from other places by providing a unique atmosphere for rentals at a low cost. Again, discounts for arts organizations and artists will be important to promote the idea of LHUCA as a place that embraces all of the arts. As during the introduction stage, the full range of the facilities plus all of the services offered, unique art environment, and an economical price all equal a great value in the mind of the consumer.

## **b) Consumer Market**

### *i) Product*

Begin work to bring traveling groups to LHUCA. This could lead to more promotion money and increased awareness. LHUCA could host one or two shows per year, keeping the main focus on local performance groups. Another expansion in this stage is to contact artists who are in town for something else, for example Texas Tech, to give a lecture at LHUCA after they have finished on campus.

More activities for children should be hosted at LHUCA. This can include traveling children's shows, art camps in the summer, and other children's events hosted throughout the year. One

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## LHUCA Marketing Plan

possible program can be to work with area schools in which children study a type of art form in class and then come to LHUCA to see a real life example.

Future exhibit spaces allow LHUCA to have one gallery host local work and another host an artist from another area. This will allow LHUCA to continue to promote and foster the arts of local artists while at the same time housing exhibits of artists from outside of the area. This can increase traffic to both local artists' exhibits and the exhibits of the artists from outside of the Lubbock area. For example, someone may come to view the artwork of an artist from outside of the area, but while at LHUCA, discover the artwork of a local artist.

One thing that should be considered in the future is the creation of a gift shop that includes the art of local artists. An equal representation of local artists should be held to not show favoritism. One possibility is to have a book with pictures of the visual art instead of displaying the actual item. CDs of local musicians and videos of local performances should also be available in the gift shop.

Once the gala attracts larger crowds, consider having the event as an invitational. This should occur only if the people attending each year exceed the limit of what LHUCA can have at the building. If LHUCA builds strong brand recognition and everyone wants to be a part of the gala, an invitational can provide increased benefits for higher levels of membership by guaranteeing tickets.

*ii) Place*

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## LHUCA Marketing Plan

When LHUCA brings in more artists and activities from outside of the Lubbock area, the name is spoken in places outside of just Lubbock. If a traveling show only stops at a few places throughout the state or country and LHUCA is one of them, then LHUCA will receive greater exposure. LHUCA should continue to work with the community, convention bureau, hotels, newspapers, and schools to continue contributing what the people of Lubbock want, but at the same time increase awareness for people coming to Lubbock from other areas.

### *iii) Promotion*

Continue advertising that has proven effective. With the addition of traveling artists and performances, more advertising should be undertaken. When people come to these types of events, this information can be used to attract other artists and organizations that may have been hesitant to come initially because they did not believe they would attract as many people as desired.

Work should be continued with hotels to promote events to people that are in Lubbock from out of town. People will be looking for things to do, so when LHUCA has something to offer, the hotel informing the guest can be greatly beneficial.

### *iv) Price*

With the increase in events, especially those from out-of-town, more admission-charging events should be considered. Continue having the First Friday Art Trail as a free event. With the increased number of admission-charging events, the more possibilities there are for member benefits, creating more incentives to become a member.

## LHUCA Marketing Plan

In staying in accordance with the goal of being an arts center for the community, free and low-priced events should still remain. By offering different types of art at a low cost, people should continue to come.

## VIII) Competitor Analysis

### a) Business Market

The business market has different competitors in each of the segments, described in detail below.

#### i) Individual Artist Segment

For the individual artist segment, there are three major competitors. These include (1) the Lubbock Garden and Arts Center, (2) artists' personal studio and gallery spaces, and (3) local for-profit galleries. The Lubbock Garden and Arts Center is a competitor in this field because it works with local artists to host exhibits and teach classes, including classes with home schools. The Lubbock Garden and Arts Center also has places for the creation of art, therefore making it the biggest competitor in this segment. For a Strengths-Weaknesses-Opportunities-Threat (SWOT) Analysis of the Lubbock Garden and Arts Center, see *Table 4: SWOT Analysis of Lubbock Garden and Arts Center* below. For an enlarged view, see *Appendix IV: SWOT Analysis of Lubbock Garden and Arts Center*.

*Table 4: SWOT Analysis of Lubbock Garden and Arts Center*

<p style="text-align: center;"><b>Strengths</b></p> <p>Variety of spaces for both creation and exhibition of arts and rentals                  Outside rental facilities in a rose garden                  Hosts a fall arts festival                  Offers classes, workshops, and camps                  Does not rely solely on private funding                  Has large market share of organizations that use facilities monthly                  First arts center in Lubbock                  Helps with art programs for home schools</p>	<p style="text-align: center;"><b>Opportunities</b></p> <p>Can attract rentals that request both outdoor and indoor facilities                  Can use fact that was first arts center to gain validity                  Can strengthen relationships with schools, organizations, and general public</p>
<p style="text-align: center;"><b>Weaknesses</b></p> <p>No theatre                  No large rehearsal space                  No clay studio                  No dark room                  Only have member groups, not resident groups                  Limited city funding                  Building maintenance has been a problem and some parts of the facility need repair</p>	<p style="text-align: center;"><b>Threats</b></p> <p>LHUCA could pose a threat to Lubbock Garden and Arts Center when new facilities are completed                  Could lose funding from the City of Lubbock</p>

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## LHUCA Marketing Plan

The individual artists can also have their own studio and gallery, or they could use local for-profit galleries to display their work. To compete with these entities, LHUCA needs to continue to communicate that its purpose is to help local artists. As the facilities continue to expand to include the clay studio and darkroom, this will allow LHUCA to attract those that do not yet have these types of facilities available, but had considered investing in them. To compete with the galleries, LHUCA should show that large numbers of art enthusiasts are attracted to the facility, with many of them in the market to purchase the art. By offering lower-than-market commission rates, this will increase the value in the minds of the artists, in turn decreasing any risk they perceive that hosting art at LHUCA might cause.

### *ii) Arts Organizations*

The arts organizations rental market has one major competitor, the Lubbock Garden and Arts Center. This facility, according to their website at [www.lubbockgardenandartcenter.org](http://www.lubbockgardenandartcenter.org), already has 27 groups that meet at the facility monthly, with 17 of those being arts specific groups. For a listing of these groups, see *Appendix V: Monthly Groups at Lubbock Garden and Arts Center*. To compete for this segment, LHUCA can attract organizations that are not already meeting at the Lubbock Garden and Arts Center. For groups that are already meeting there, LHUCA can contact them to host other events. After time, these groups may see more value of holding their events at LHUCA instead of at the Lubbock Garden and Arts Center. If they do not, business is still brought in through events other than the monthly meetings.

### *iii) Non-arts-related Rental Segment*

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## LHUCA Marketing Plan

The major non-arts-related rental competitors of LHUCA include the Lubbock Garden and Arts Center and the Science Spectrum. These are both competitors because they offer unique meeting space environments. The Lubbock Garden and Arts Center, the main competitor in this segment, offers different types of meeting spaces, many with art present. For a SWOT analysis of the Lubbock Garden and Arts Center see *Appendix IV: SWOT Analysis of Lubbock Garden and Arts Center*. The Science Spectrum does not have an arts-related them, but does offer meeting spaces among many different types of science exhibits and experiments. To compete for this segment, LHUCA should concentrate on differentiating the unique environment from the other places. This can be through the offering of more unique locations to choose from. It will be further differentiated on the amount of technology available to renters. When the renter does not have to worry about providing their own equipment, the value of the rental is increased.

### **b) Consumer Market**

#### *i) Art Segment*

The art segment of the consumer market consists of four main competitors. The biggest competitor is the Buddy Holly Center. Other competitors include the Lubbock Garden and Arts Center, the Museum of Texas Tech University, and Texas Tech University as a whole.

The Buddy Holly Center was chosen as the main competitor in the consumer market due to strong brand recognition among residents and visitors to the city. It is categorized as an arts facility because it has a fine arts gallery, music museum, and hosts numerous music events throughout the year. For a SWOT analysis of the Buddy Holly Center, see *Table 5: SWOT*

LHUCA Marketing Plan

*Analysis of Buddy Holly Center.* For an enlarged view, see *Appendix VI: SWOT Analysis of Buddy Holly Center.*

*Table 5: SWOT Analysis of Buddy Holly Center*

<p style="text-align: center;"><b>Strengths</b></p> <p>Variety of facility offerings including museum, art gallery, and musical performance space          Buddy Holly's name is promoted on many things to promote the City of Lubbock          Acquires national exhibits          In the Depot District within walking distance to bars, restaurants, and music venues          Hosts music festival every fall</p>	<p style="text-align: center;"><b>Opportunities</b></p> <p>Build relationship with LHUCA to increase attendance to both facilities          Can work with music documentary makers and increase exposure to a wider audience</p>
<p style="text-align: center;"><b>Weaknesses</b></p> <p>High rental rates          People may not like Buddy Holly and will want nothing to do with him, preventing them from visiting          People think Buddy Holly Center is only a museum about Buddy Holly and does not offer other things</p>	<p style="text-align: center;"><b>Threats</b></p> <p>New highway may detour traffic away from area          Will lose exposure of facilities because can no longer call the fall festival the "Buddy Holly Music Festival"</p>

According to the electronic market research survey undertaken, the Buddy Holly Center was categorized as one of the top three attractions, behind Texas Tech art and culture events and music events at bars and clubs. See *Appendix VIII: Electronic Market Research Survey.* To compete with the Buddy Holly Center, LHUCA needs to first increase brand awareness in the Lubbock area, and then outside of the area. LHUCA can also differentiate itself in the consumer's mind by concentrating on art in all of its forms, while the Buddy Holly Center concentrates mainly on the life and music of Buddy Holly.

The Lubbock Garden and Arts Center is also a competitor in attracting people in the consumer market. LHUCA can compete with this facility by offering many more things for art patrons. People will be able to attend events at the theatre, something that is not present at the Lubbock

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## LHUCA Marketing Plan

Garden and Arts Center. In the future, people will also be able to see artwork of more than just local artists.

The Museum of Texas Tech University is a competitor due to its inclusion of an art gallery. The brand association with Texas Tech University is a strength that will help the museum to attract many people that might not attend if it was not related with the university. This is also true with other events on the Texas Tech campus. The Center for Campus Life has been able to attract numerous guest speakers, including artists, to come speak. Events such as a foreign film series, plays, and music events are also all presented on campus. In addition, the university hosts many students' work in both visual and performing arts. The best way for LHUCA to compete with this is to work with Texas Tech. Joint projects can be undertaken. Also, LHUCA can host events that are smaller than those that Texas Tech would like to undertake.

## **IX) Market Research**

Two market research surveys were undertaken in the past year. One survey was distributed at the First Friday Art Trail beginning December 3, 2004 and ending June 3, 2005. Another market research survey was undertaken in late July 2005. The survey in July was sent out in a link in a Topica<sup>®</sup> email. Topica<sup>®</sup> is an online email database service that LHUCA uses to send event notices and other information to people who have requested to be added to the email list. There were 441 attempted deliveries, 59 of which were undelivered. Out of the 382 that were delivered, 194 were opened. In the following week, 52 of these 194 people completed the online survey hosted by Survey Monkey<sup>®</sup>, which is a 26.8% effective response rate. Survey Monkey<sup>®</sup> is an online survey website that allows users to send a link to possible respondents through email. The responses are collected and analyzed electronically.

The results from these two surveys are described below and larger versions of the graphs are included in *Appendix VII: Market Research Collected at First Friday Art Trail (December 2004 – June 2005)* and *Appendix VIII: Electronic Market Research Survey*. Two important findings from this study are that the First Friday Art Trail attracts more people per event day than other locations in town and that 87% of the survey respondents travel outside of Lubbock at least once a year to attend art and culture events. These results must be used cautiously, as respondents were people already involved with LHUCA. The sample was not representative of the Lubbock community or even the members and patrons of LHUCA. The information provided from this survey can be used to gain insight into the thoughts of some current customers that are involved with LHUCA, but should not be used as a decision basis for all activities undertaken.

## LHUCA Marketing Plan

Market research was not undertaken for the business market. Included in *Appendix IX: Possible Questions for Future Business Market Research* are questions that could be asked in a future market research activity.

### **a) Market Research Study I: First Friday Art Trail: December 3, 2004 – June 3, 2005**

This research was undertaken at the monthly First Friday Art Trail event, beginning December 3, 2004 and ending June 3, 2005. The number of responses from December through May was very small. For June, more data was collected due to a promotion run specifically to obtain more responses. The promotion consisted of having the visitors complete a survey questionnaire to have their names entered in a drawing for two passes to the Saturday Night Cinema the following weekend at LHUCA. The results for this survey can be found below and in *Appendix VII: Market Research Collected at First Friday Art Trail (December 2004 – June 2005)*. This survey had space for people completing the questionnaire to enter their name, email, and phone number so they could be contacted in the event that their name was drawn for the movie passes. There was a box underneath the space for this information that the person could mark to have their name added to the email list.

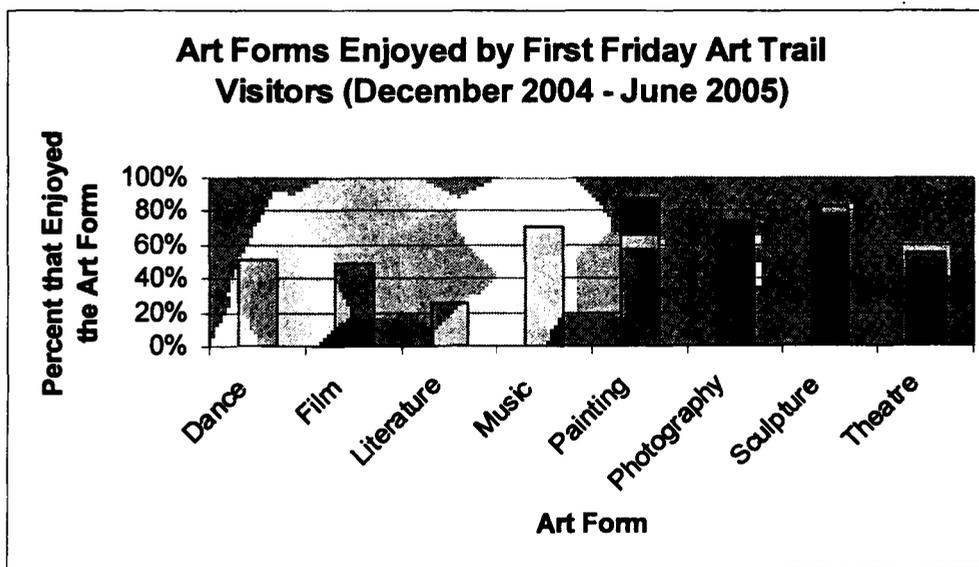
The questions on the survey were designed to provide information on what types of art were enjoyed most, how the person heard about the event, what events the person would like to see in the future, and how expectations of the evening were exceeded, met, or not met.

*Question 1: Please place a check beside the art forms you enjoy.*

## LHUCA Marketing Plan

The respondents were able to choose from: Painting, Sculpture, Music, Film, Dance, Theatre, Photography, Literary, or Other. From the responses, the top art form was painting, followed by sculpture and then photography. The art form with the least number of responses was literature. One explanation for these results is that the location where the survey was available was amongst visual art. The literary art event was in another area of the facility, which could be the reason literary art was not as favored by the respondents. The results from this can be found below in *Graph 1: Art Forms Enjoyed by First Friday Art Trail Visitors (December 2004 – June 2005)*.

*Graph 1: Art Forms Enjoyed by First Friday Art Trail Visitors (December 2004 – June 2005)*



### *Question 2: Which ONE is your favorite?*

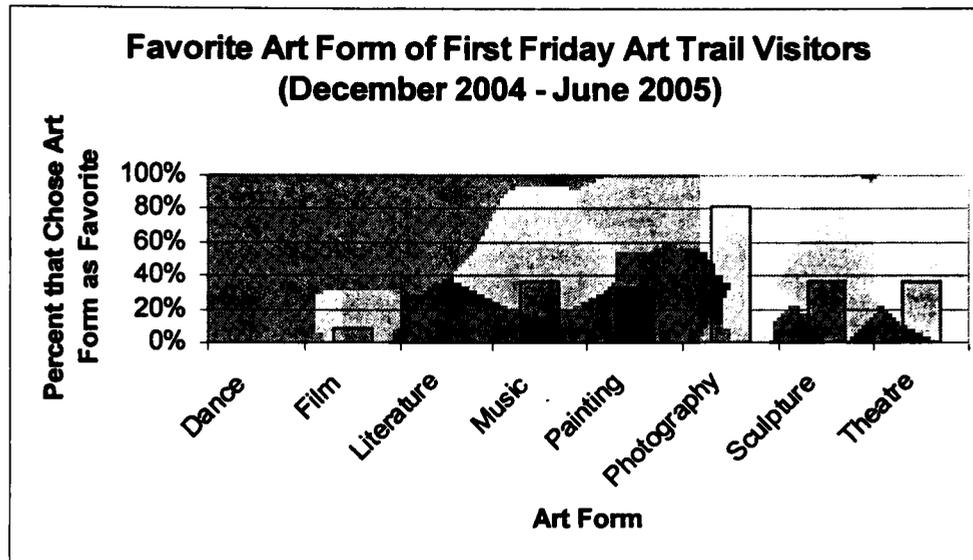
The next item on the questionnaire asked for the respondent's favorite art form. Photography was by far the favorite art form of the respondents, followed by music, sculpture, and theatre. This can be explained because the First Friday Art Trail hosted many photography exhibits throughout the course of the research period. The exhibit in June, when a majority of the

## LHUCA Marketing Plan

responses were collected, was a photo exhibit. Results from this question can be found below in

*Graph 2: Favorite Art Form of First Friday Art Trail Visitors (December 2004 – June 2005).*

*Graph 2: Favorite Art Form of First Friday Art Trail Visitors (December 2004 – June 2005)*



*Question 3: How did you learn about this event?*

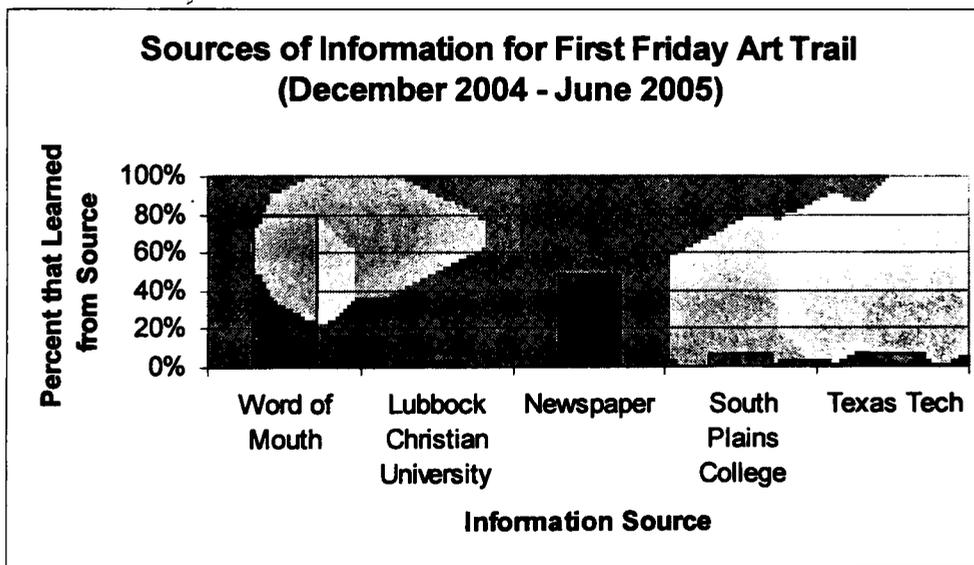
For this question, respondents were asked to complete the following:

- Heard from friend/coworker
- Heard at school
  - School name:
- Heard on radio
  - Radio name:
- Read in newspaper:
  - Newspaper name:
- Read in magazine
  - Magazine name:
- Saw on news
  - News station:
- Other
  - Please explain:

## LHUCA Marketing Plan

The results show that word of mouth (hearing from someone other than LHUCA) and the newspaper (those that specified the name of the newspaper wrote the Lubbock Avalanche-Journal) were by far the biggest sources of information for the event. These results are favorable because LHUCA did not have to spend any money to use these sources. Word of mouth is even more favorable because it leads one to believe that people in the community are speaking and sharing their positive experiences about the First Friday Art Trail. The results from this question can be found below in *Graph 3: Sources of Information for First Friday Art Trail (December 2004 – June 2005)*.

*Graph 3: Sources of Information for First Friday Art Trail (December 2004 – June 2005)*



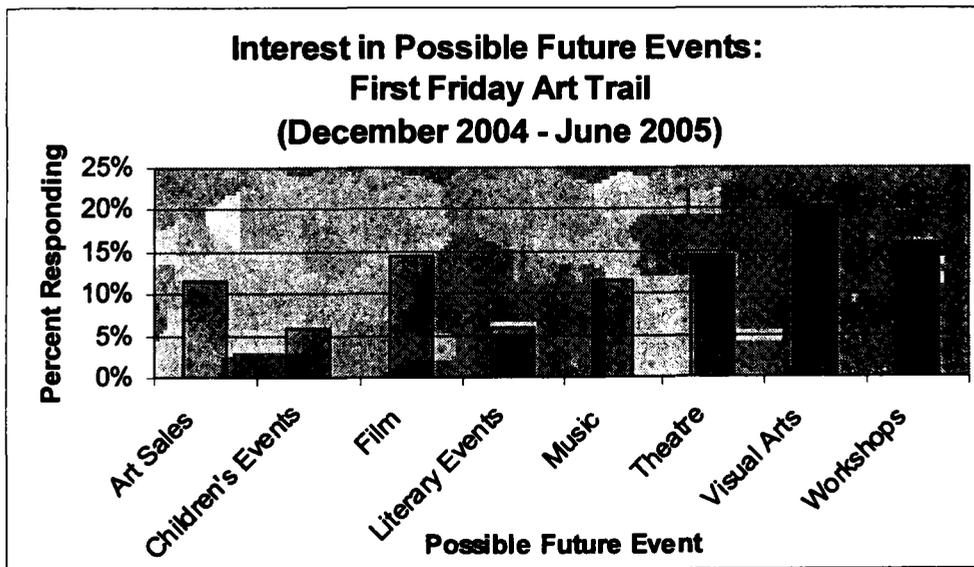
Responses for other included three people learning about the event through an email (where the email came from was not specified) and two learned about the event at Aroma's. Other responses included the Watercolor Society, South Plains Educators, and someone coming because he or she worked nearby.

## LHUCA Marketing Plan

*Question 4: Place a check beside the future events you would like to see at The Underwood Center: (Visual Arts, Film Screenings, Workshops, Children's Events, Music Events, Theatre Productions, Art Sales, Literary Events, and Other.)*

This was asked to see what events might bring more people to LHUCA in the future. These results do not show that any one type of event is either very important or very unimportant. It does show that visual arts had the greatest response, but this could be due to the fact that the First Friday Art Trail consists primarily of visual arts. The results from this question are listed below in *Graph 4: Interest in Possible Future Events: First Friday Art Trail (December 2004 – June 2005)*.

*Graph 4: Interest in Possible Future Events: First Friday Art Trail (December 2004 – June 2005)*



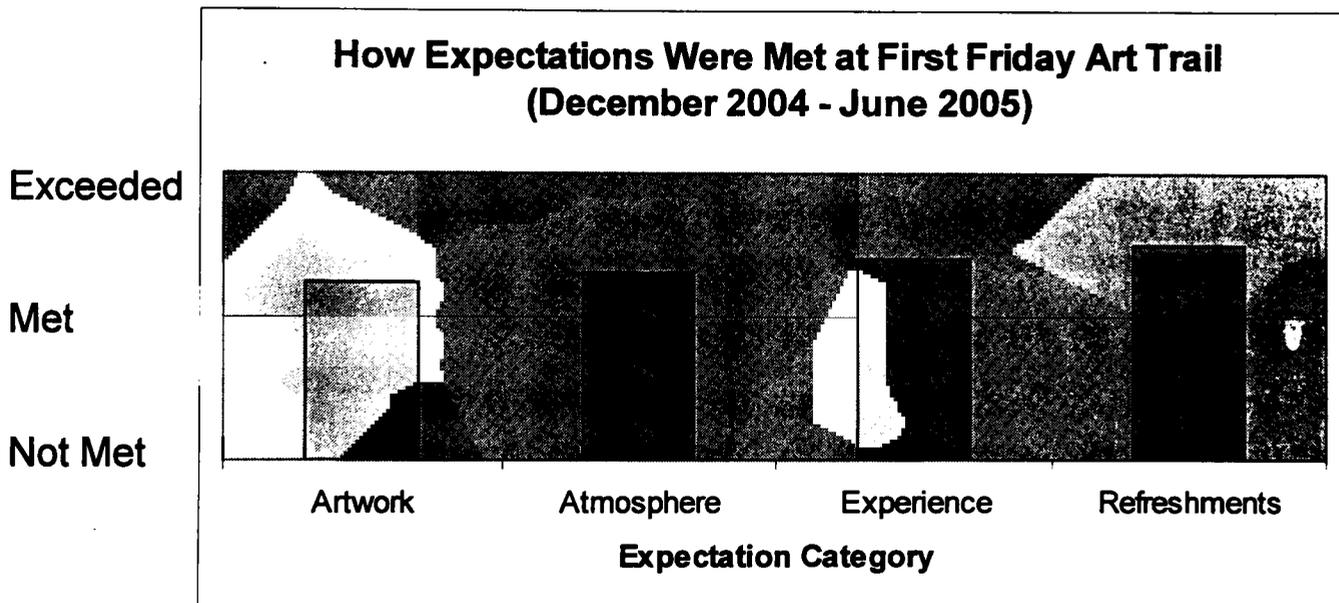
*Question 5: Were your expectations:*

	Exceeded	Met	Not Met
Overall Experience			
Artwork			
Atmosphere			
Refreshments			

## LHUCA Marketing Plan

This is a satisfaction measuring question to determine if there were any problem areas that LHUCA needs to look into. From the results, it appears that the different categories each proved a little better than expected. The results from this question are listed below in *Graph 5: How Expectations Were Met at First Friday Art Trail (December 2004 – June 2005)*. The middle line of the graph represents the level where satisfaction is met. The top of the graph represents where expectations were exceeded, and the bottom represents where expectations were not met.

*Graph 5: How Expectations Were Met at First Friday Art Trail (December 2004 – June 2005)*



This questionnaire also collected data to see which respondents traveled to the First Friday Art Trail from outside of Lubbock. Of the respondents, 8.5% answered that they were from out of town. With an average attendance of 250 at the First Friday Art Trail, this information shows that approximately 21 guests are from out of town at each First Friday Art Trail.

### **b) Market Research Study II: Electronic Survey (July 2005)**

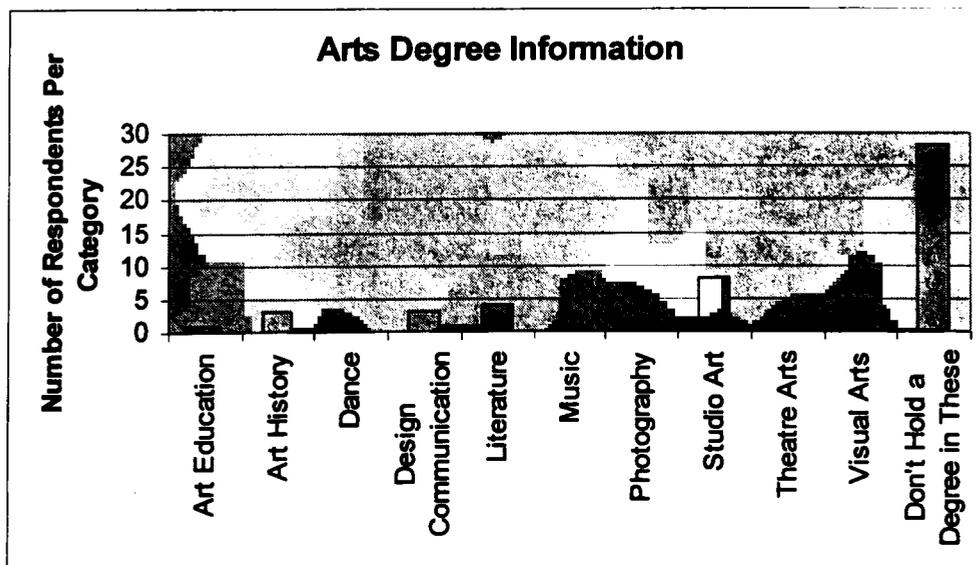
## LHUCA Marketing Plan

In late July 2005, an email was sent out to all of the members on the LHUCA email list. This email included a link to a survey hosted by Survey Monkey® consisting of ten questions. The questions and results from this survey are listed and analyzed below.

*Question 1: Do you hold or are you pursuing a degree in the following arts? (Art Education, Art History, Dance, Design Communication, Literature, Music, Photography, Studio Art, Theatre Arts, Visual Arts, or Don't Hold a Degree in Any of the Above).*

This question was created to gain knowledge of the market. The results found from this show that about half of the respondents hold degrees in the arts. This can be analyzed to show that LHUCA is attracting not only trained artists, but also people with considerable interest in the arts even though they do not have any type of arts-related degree. Texas Tech University's arts degrees were used as the basis for these categories. The results from this question can be found below in *Graph 6: Arts Degree Information* and *Table 6: Art Degrees Information by Percentage of Respondents.*

*Graph 6: Arts Degree Information.*



## LHUCA Marketing Plan

*Table 6: Arts Degree Information by Percentage of Respondents*

<b>Degree Type</b>	<b>Percentage of Responses</b>
Art Education	2%
Art History	5%
Dance	0%
Design Communications	5%
Literature	7%
Music	2%
Photography	4%
Studio Art	14%
Theatre Arts	4%
Visual Arts	9%
No Arts-related Degree	49%

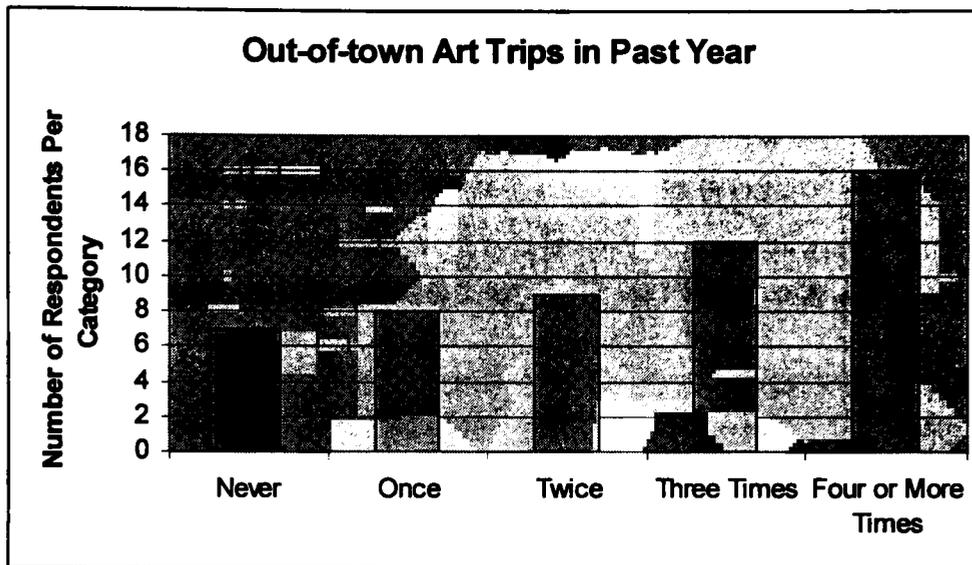
*Question 2: How many times in the past year did you travel outside of Lubbock to attend art/culture events? (Never, Once, Twice, Three Times, Four or More Times).*

This question was originally created to see if there was enough interest in out-of-town trips that a trip could be listed as a benefit at certain membership levels. The results show that approximately 87% of the respondents leave Lubbock at least once a year to attend an art or cultural event. This information can also be used to secure funding to keep these people in Lubbock for art and culture events or to attract people from other cities to Lubbock.

Interest in the arts can be compared to hobbies. Hobbyists spend a lot of time and money on their areas of interest, and travel does not restrict their pursuit of the hobby. People may still travel out of town for art and culture events even if LHUCA provides more events for them to attend in Lubbock.. The results from this question can be found below in *Graph 7: Out-of-town Trips in Past Year.*

## LHUCA Marketing Plan

*Graph 7: Out-of-town Trips in Past Year*



*Question 3: In the past year, how often did you attend art/culture events at the following locations? (Never, Once, Twice, Three Times, Four or More Times).*

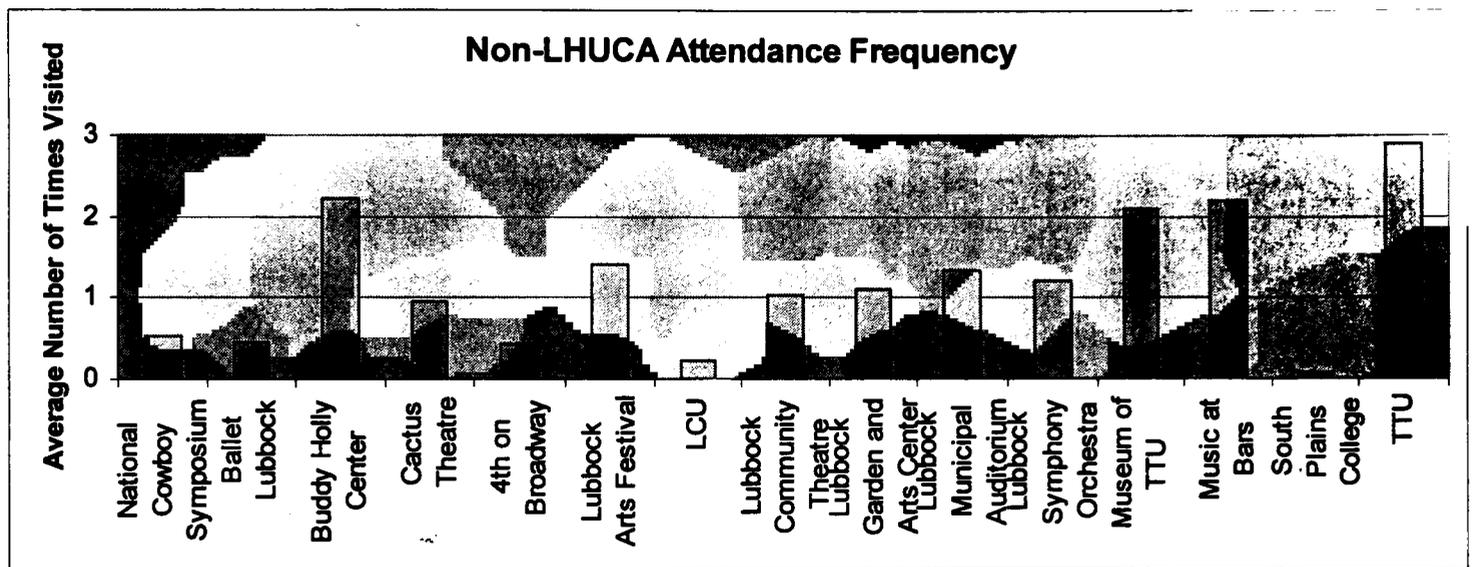
The respondents were to choose from the following: National Cowboy Symposium, Ballet Lubbock, Buddy Holly Center, Cactus Theatre, 4<sup>th</sup> on Broadway, Lubbock Arts Festival, Lubbock Christian University, Lubbock Community Theatre, Lubbock Garden and Arts Center, Lubbock Municipal Auditorium, Lubbock Symphony Orchestra, Museum of Texas Tech University, Music Events at Bars/Clubs, South Plains College, Texas Tech University. Upon analysis of this question, it was discovered that LHUCA should have been included in the options. This would have shown how LHUCA as an entity compared to the other entities in town.

For art entities other than LHUCA, results show that people attended the Buddy Holly Center, Music Events at Bars/Clubs, and events at Texas Tech University the most. Given the number of

## LHUCA Marketing Plan

event days per year, each of these locations had less visits per event day compared to the First Friday Art Trail. The results from this question can be found below in *Graph 8: Non-LHUCA Attendance Frequency*.

*Graph 8: Non-LHUCA Attendance Frequency*

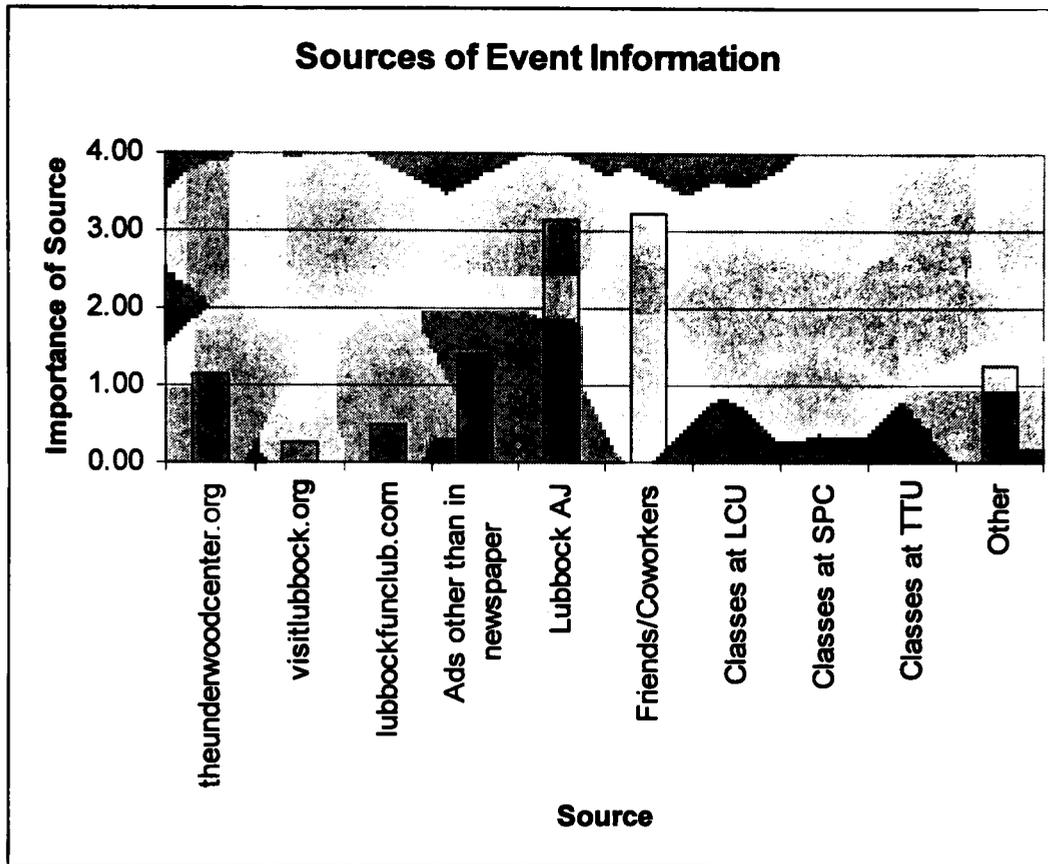


*Question 4: Which of the following do you use for information on Lubbock art/culture events?*

Respondents were to rate the frequency that they used each source of information ranging from “Use Very Often” to “Use Occasionally” to “Do Not Use.” The results show that the Lubbock Avalanche-Journal and word of mouth were the locations were most people sought information for arts and culture events in Lubbock. The results can be found below in *Graph 9: Sources of Event Information*. A higher number represents greater usage of the information source. For example, “4” represents a source that is used very often and a “0” represents a source that is not used.

## LHUCA Marketing Plan

Graph 9: Sources of Event Information



The results from this question show that most people rely on the Lubbock Avalanche-Journal and word of mouth to learn about arts and culture events in Lubbock.

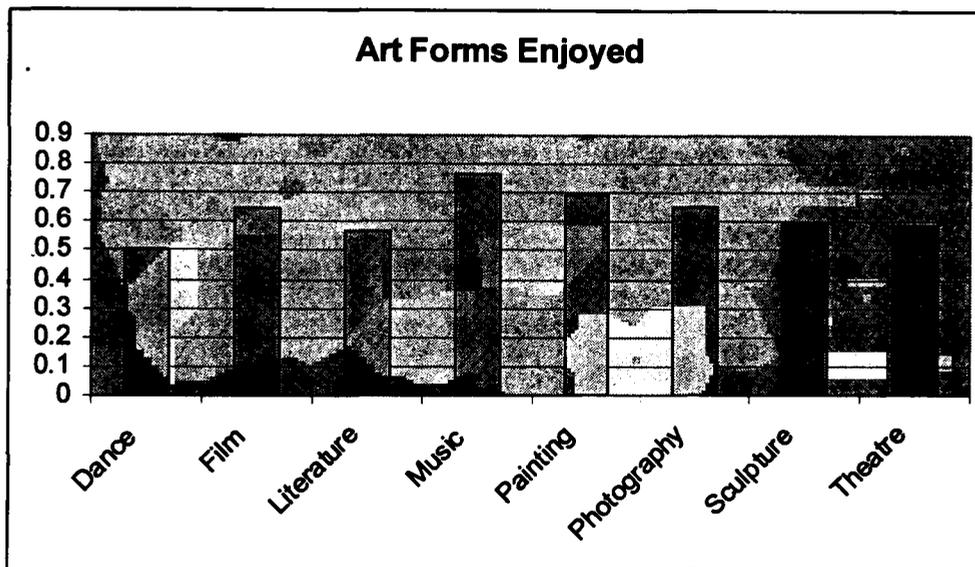
This question, upon examination after the study completed, was not worded properly to obtain the best information. The answer choices should have included "Radio" and "Television" to see which medium might be best for advertising dollars. Also, Survey Monkey® did not allow for respondents to specify "other."

*Question 5: Please rank the following art forms: (Dance, Film, Literature, Music, Painting, Photography, Sculpture, Theatre).*

## LHUCA Marketing Plan

The respondents were to rank each type of art on a scale from “Really Like” to “Neither Like nor Dislike” to “Really Dislike.” As with the research done at the First Friday Art Trail, this can be used to see what interests the respondents the most. The results can be found below in *Graph 10: Art Forms Enjoyed*. A “1” means that all of the respondents “really liked” the art form, while a “0” means all of the respondents “really disliked” the art form. Music and painting were most appreciated and dance was the least appreciated.

*Graph 10: Art Forms Enjoyed*



*Question 6: Please briefly describe your perception of LHUCA.*

This question allowed respondents to write what they thought LHUCA was. This allows the researcher to see how people view LHUCA and if their perception of LHUCA is something that LHUCA wants it to be. The individual responses can be found in *Appendix VIII: Electronic Market Research Survey*. Responses ranged from excitement to confusion, showing that LHUCA needs to develop a comprehensive long-term marketing program to build a brand that will project a single image to the community.

## LHUCA Marketing Plan

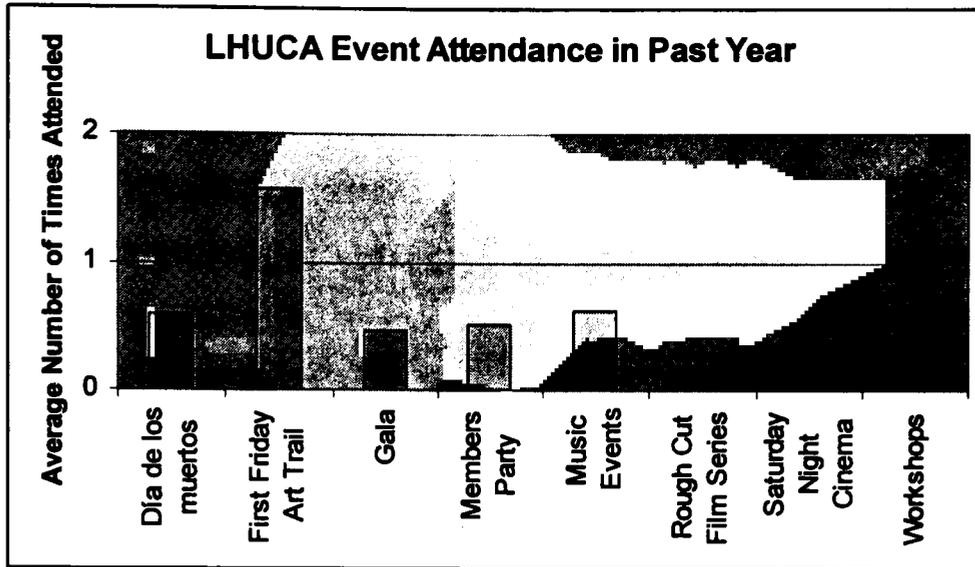
*Question 7: How many times in the past year have you attended the following events at LHUCA?*

*(Día de los muertos, First Friday Art Trail, Gala, Members Party, Music Events, Rough Cut Film Series, Saturday Night Cinema, Workshops.)*

Respondents could answer: Never, Once, Twice, Three Times, Four or More Times. For all of the events, the majority of the respondents had never attended them in the past year (see *Appendix VIII: Electronic Market Research Survey*). The event with the highest response rate was the First Friday Art Trail. After analyzing this question with data from “Question 3: In the past year, how many times have you attended art/culture events at the following locations?” it is seen that the First Friday Art Trail received a much greater attendance per event day than any other location. Over the course of 11 event days, the First Friday Art Trail attracted 77 visits, compared to the Buddy Holly Center which attracted 107 visits or Texas Tech University which attracted 133 visits, each over the course of an estimated 240 days. This information can be used to attract sponsorships and advertisements by using the fact that the First Friday Art Trail attracts a higher number of people per event day than other locations in town. All results from this question can be found below in *Graph 11: LHUCA Event Attendance in Past Year*.

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Graph 11: LHUCA Event Attendance in Past Year



*Question 8: If you have attended an event in the Icehouse, please share your comments.*

This question was to receive feedback about the newly opened Icehouse. Comments were collected to see what people liked or disliked about the facility and what things might be done to improve it. Individual responses stated that the Icehouse shows great potential, a question if it was operational, and a suggestion that more music events be held there. Individual responses can be found in *Appendix VIII: Electronic Market Research Survey*.

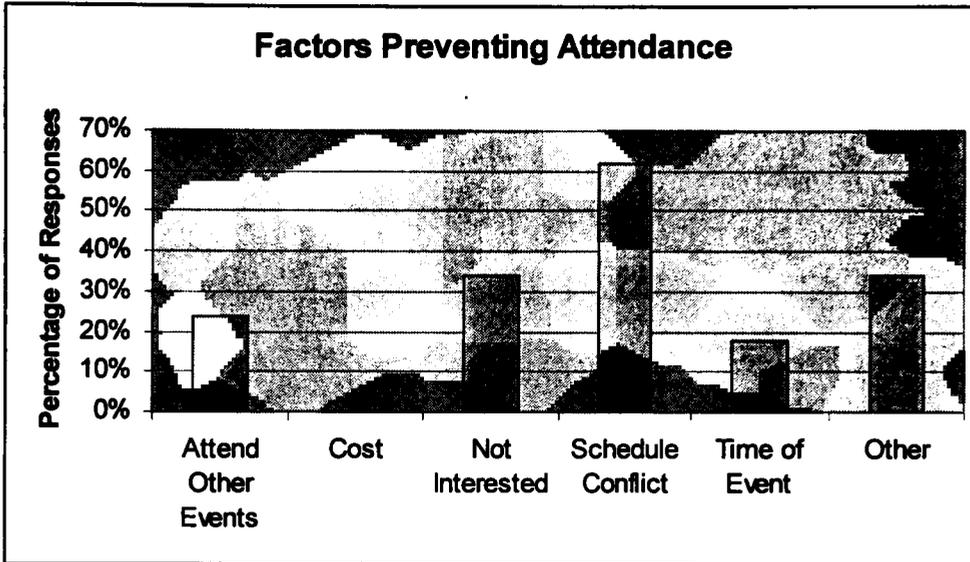
*Question 9: What factors prevent you from attending LHUCA events? (Choose to Attend Other Events, Cost of Event, Not Interested in Event, Schedule Conflict, Time of Event, Other).*

This question was created to give insight as to why people were not attending more events at LHUCA. Cost was not a factor to any of the respondents. Schedule conflicts were the main item that prevented people from attending more events at LHUCA. LHUCA could help prevent this by planning events further in advance. LHUCA could also send regular event reminders through a weekly email, rather than just the initial notification of the event. Responses for "Other" can

## LHUCA Marketing Plan

be found in *Appendix VIII: Electronic Market Research Survey*. Results for this question can be found below in *Graph 12: Factors Preventing Attendance*.

*Graph 12: Factors Preventing Attendance*

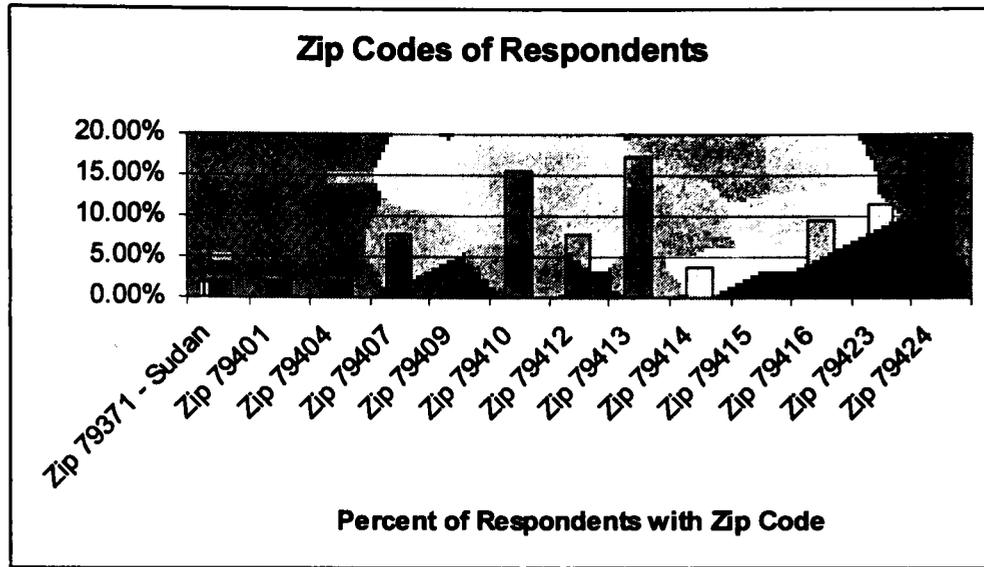


### *Question 10: What is your zip code?*

This question was created to see where the respondents lived. Due to the fact that the list was sent to people on the LHUCA mailing list, a high number of the respondents were from Lubbock. When comparing the results from this question to information from the U.S. Census ([www.census.gov](http://www.census.gov)), the five zip codes (79424, 79413, 79410, 79423, and 79416) with the greatest percentage of respondents were from the five highest income level zip codes in Lubbock. A breakdown of the respondents by zip code is listed below in *Graph 13: Zip Codes of Respondents*.

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Graph 13: Zip Codes of Respondents



## **X) Expected Overall Behavior of the Market**

### **a) Business Market**

For individual artists looking for a place to work, LHUCA must provide space to create art, including a clay and paint studio, rehearsal space (theatre and Icehouse), and a darkroom. This will allow the artist space to work in a place away from distractions that may occur at other locations. By creating art at LHUCA, the artist will have access to others for advice, if needed. The library of books and magazines can also be of use to the artist for ideas. Work can be done with musicians to have them host their CD releases and other concerts at LHUCA.

For arts organizations, the expected behavior consists of groups that host events regularly throughout the year. These groups can be convinced more easily that a place outside of the home can help their organization. Groups that host meetings regularly can also be targeted to rent office space (upon vacancies) if convinced that it would provide a central location for officers to access files and other things during the day that they needed. This would make it easier for different people of the organization to access items at the office instead of coordinating a meeting time with someone. These groups would be the larger organizations that host more events.

For groups that do not host meetings regularly, LHUCA could be used for special events that require more space or a change of environment. By keeping rental costs low, the groups could rent using the organizations' funds instead of having members pay additional fees.

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For non-arts-related renters, this would be for meetings that are bringing in people from out of town that do not fit in the office or for meetings where creative ideas need to flow (something that is enhanced when surrounded by art and out of the everyday office environment). While having the option for renters to have the event catered or bring in their own food, this would compete with restaurants in town that provide a separate room for meetings, yet LHUCA would have the competitive advantage with the unique art environment.

### **b) Consumer Market**

This market consists of people, both artists and art appreciators, interested in experiencing the arts. These people can cover a variety of ages and demographics because many exhibits are free of charge and are not age restricted.

With this said, LHUCA can target different demographic groups. One way is to bring in school-aged children by working through the area schools. Another way to bring in a younger market segment is by hosting hands-on activities and other programming aimed at youth. This allows children to touch and do things instead of just looking.

For painting and photo exhibits, people could be coming to LHUCA during the day to see the exhibit, or could make an entire evening out of it with something like the First Friday Art Trail.

For music and theatre events, people are making an evening of the event and can only experience it when it happens. The reason for this is because the program is only available at a certain time and is not an exhibit on display for whenever the person wants to come.

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## LHUCA Marketing Plan

At these events, the possibility of offering refreshments before the event or during breaks can help enhance the attractiveness of the events. There is even the possibility of working with the group that is performing that evening to arrange a dinner before the event. During the 2005 Flatland Film Festival parties, many positive comments were made about the food and layout of *At Your Service* catering. These are the same people that cater the board meetings, placing them at the top of the list of possible caterers for these types of events.

The gala segment consists mainly of people with higher levels of disposable income. They are not only art enthusiasts, but are also able to support the arts without seeing an immediate result from their money. They understand that their monetary support helps keep LHUCA running, and this idea should continue to be reinforced.

## **XI) Basic Competitive Strategy in Introduction Period**

### **a) Business Market**

The basic competitive strategy for LHUCA will be differentiation. In Lubbock, there are five locations that have unique rental facilities: Lubbock Garden and Arts Center, Science Spectrum, Buddy Holly Center, Museum of Texas Tech University, and LHUCA. These are differentiated from restaurants and hotels because of environments with artwork, historical items, or hands-on science exhibits.

For individual artists displaying work, LHUCA will be the overall cost leader by charging a lower commission than the market average of approximately 30%. This will create better value in the mind of the artist who exhibits work at LHUCA. The artist knows that when art is sold, he or she will receive more income because the commission charged will not be as much compared to other locations.

The Garden and Arts Center is a competitor for hosting business and individual rentals that deal both directly with the arts and those that are not arts-related. It has many similar facilities plus outdoor locations. LHUCA needs to differentiate the facilities in the mind of the business consumer as being better for rentals. The new facilities at LHUCA will be extremely hard to imitate and compete against.

The Buddy Holly Center is *not* a direct competitor because of their facility rental rates and policies. According to the business's website, [www.buddyhollycenter.org](http://www.buddyhollycenter.org), the only thing that can be rented is the Meadows Courtyard for \$500. This is well above any price charged by

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LHUCA at the time of this writing. In addition to the \$500, there is a \$150 cleaning deposit, one security guard per 100 guests (charging \$21 per hour), and another guard per 100 guests if alcohol is served. This facility is used for large meetings or gatherings of 400 or more people.

### **b) Consumer Market**

Differentiation will be the basic competitive strategy for the consumer market. Hosting many different mediums of art will project LHUCA as the top name in the Lubbock arts community. With the addition of the clay studio and theatre, all the different types of art will be located at the same location both for viewing and creating. LHUCA should offer something different every week. The first week should remain the First Friday Art Trail (which exhibits numerous different mediums of art on the same evening) and the film events for the second week. The third week could possibly be a theatrical production and the fourth a musical event. This will project the image that LHUCA really is a home for all the arts. Once these events become common place, people will know that the third week of every month they can see a theatrical production or that the second week they can see films.

LHUCA should also consider hosting three or four large events throughout the year. An example of one of these large events is the Flatland Film Festival.

## **XII) Basic Competitive Strategy in Growth Period**

### **a) Business Market**

Differentiation will continue to be the basic competitive strategy through the growth period.

Once new buildings are completed such as the theatre, new exhibit hall, and clay studio, there will be more unique spaces to offer more to artists and organizations. It will also benefit people who host business meetings or private functions.

### **b) Consumer Market**

Differentiation will continue into the growth period. Once the new parts of the facility open, LHUCA should accelerate building the customer base in Lubbock. With the new exhibit spaces, LHUCA should make efforts to host a traveling art show or the art of someone not from the South Plains area. First, this can be with other Texas artists to increase awareness of LHUCA in the state. After this, contact people from outside of the state, New Mexico, and Oklahoma region. In the future, this can lead to the increased attendance by people residing outside of the area. It will also bring local citizens to LHUCA to view the art and expose them to the local artists.

Once the monthly events begin to receive greater acceptance, consider planning a major annual event for each. This could be an annual art sale for the visual arts or an annual theatre event. For music, LHUCA must take into consideration all of the other music festivals taking place such as the Lubbock Music Festival, the Jazz Fest at Texas Tech, and other events at locations such as the United Spirit Arena, Civic Center Theatre, and Lubbock Municipal Coliseum and Auditorium.

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One specific idea is to host a jam session after one of the concerts at the jazz fest. This will be publicized at the concert by the director. A cash bar is also recommended for this event so the jam session is not lost to a bar in town. This will attract not only the Texas Tech jazz students, but also their families and friends, many of whom travel to Lubbock from out of town to hear the jazz fest. Once the name is mentioned at the concert and placed in the program, awareness of LHUCA will be increased even more. This idea has worked very well in Temple, Texas. Every year, Temple College hosts a jazz festival, and after the Friday night performance, people are invited to a local restaurant for a jam session. The artists that perform at the festival participate, as well as local musicians. The jam session in Temple draws large numbers of people, so it is possible it could do the same in Lubbock.

### **XIII) New and Evolving Competitors**

The market continuously changes, so LHUCA needs to be aware of events occurring in the community. This can prevent business from being taken away by a new organization.

#### **a) Business Market**

A new competitor in all three business market segments is the Hispanic Cultural Center on North University Avenue. The facility could offer space for the creation and exhibition of work and also rental space for non-arts-related events.

The non-arts-related facility rental segment also has an evolving competitor. At current time, the Museum of Texas Tech University does not concentrate on facility rentals. There have been events in the past that have taken place at the museum, but overall, it has not competed in this segment. The museum, however, could make facilities available for rental. This could include not only the large Helen DeVitt Jones Auditorium and Sculpture Court, but other places inside the museum. The best thing that LHUCA can do to prepare for this is build a base of loyal customers.

#### **b) Consumer Market**

There are two evolving competitors in the consumer market. One is the Museum of Texas Tech University. The museum already has an art gallery and it would not prove difficult for the museum to change its setup to include more space for the exhibition of art.

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The second evolving competitor is Texas Tech University as a whole. The university already attracts plays and music events. It could increase its efforts and bring in major visual art shows and artists. There has also been talk of the possibility of opening a performing arts center. This would be difficult to compete with due to the university's prominent brand recognition in the market.

There are also two new competitors in the consumer market. One includes a new shopping center being built near Wolfforth. It is expected to have shops, an athletic complex, and a live theatre. According to current information, the theatre will not be a home for long-running shows. This will allow LHUCA to continue to host organizations such as the Lubbock Community Theatre, but could pose a threat in attracting traveling shows or other performances that require only one or two evenings.

The Hispanic Cultural Center is also a new competitor. It has the possibility of offering exhibits, classes, and other items that LHUCA concentrates on. The best way to compete with this is to build a strong base of patrons to LHUCA. Also, by not denoting a race, LHUCA leaves itself open to the exhibition of all types of arts and artists, not just Hispanic.

## **XIV) Strategic Alliances**

Building a set of strategic alliances could position LHUCA as the leading art facility for a long time. The strategic alliances described below are organizations that LHUCA can build a long and meaningful relationship with. By creating a relationship with these organizations, both sides will benefit.

### **a) Business Market**

At current time, the Lubbock Arts Alliance can prove to be one of the most valuable alliances LHUCA can have. One of the main purposes of the Lubbock Arts Alliance is to help artists and organizations seek and obtain grants. They also host the annual arts festival, and a relationship could allow LHUCA to host or sponsor part of the festival. This will promote the LHUCA brand to target markets by being associated with the festival. Current events concerning the future of the Lubbock Arts Alliance will need to be monitored. At the time of this writing, debate is taking place concerning Civic Lubbock, Inc. There is a possibility that Civic Lubbock, Inc. will undergo administrative changes that could lead to the development of three subcommittees, with one being in charge of distributing funds to local arts and cultural organizations. This activity is currently handled by the Arts Alliance.

Another alliance that can prove valuable is with the Lubbock Convention and Visitors Bureau (CVB). This organization helps bring visitors and conventions to Lubbock. LHUCA can arrange something with the CVB to suggest to someone planning a convention to host a reception or similar event at LHUCA. This will increase exposure to LHUCA to Lubbock's visitors. For rental rates, this should be part of the overall convention fee paid by the person.

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This will make it easier on the renter, thereby creating value. Also, there is a possibility to offer discounts to events occurring during the convention. This reduces the perceived risk convention goers may have about visiting LHUCA. It can also be used for proof to obtain further funding from the Hotel Occupancy Tax. These visits can be promoted by use of flyers with discount coupons at the chamber of commerce, hotels, and other places that visitors to Lubbock frequent.

A third strategic alliance can be with area schools. This will build a growing relationship throughout the school career of the students. These students can contribute art for display at LHUCA and may make them interested in mediums of art not offered at school. After years of a relationship with LHUCA, they will know where to go to find information and facilities for creating the type of art they are interested in.

A fourth alliance can be with the City of Lubbock. The City of Lubbock can be used to help host more events at LHUCA, increase funding for the facility, and gain increased recognition in the community. The City of Lubbock has already been a valuable partner in the creation of the arts campus through its generosity when the fire station that LHUCA now occupies was purchased.

### **b) Consumer Market**

In the consumer market, there are four possible strategic alliances. The first is the Texas Tech University International Cultural Center (ICC). The ICC already has a small art gallery. The alliance can be used to hold joint events, such as the current *Día de los muertos* in the fall.

Another possibility is to have the ICC host a children's class on a country, explaining aspects of

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the culture. The children could then come to LHUCA to create art in the style of that country. This is a program that has been successful for the Cultural Activities Center in Temple, Texas.

Another strategic alliance in the consumer market is with the Lubbock Arts Alliance. They have experience in planning events such as the Wednesday summer concert series downtown and the annual Lubbock Arts Festival. They will be able to help in the search for funding and volunteers for the events.

A third possible strategic alliance is with the Lubbock Hotel and Motel Association. LHUCA should work to set up a sign at the check-in desk of hotels with the names of events occurring during the week. This will catch people's attention as they wait to check in and will increase exposure to LHUCA. During events, consider offering discounts that hotels could give to people.

Texas Tech University can also be a strategic alliance. Due to its strong presence in the community, it is very difficult to compete directly with the university. Therefore, it is best to use Texas Tech to the advantage of LHUCA. Because Texas Tech is able to bring in big name artists and shows, work should be done to host events that benefit both Texas Tech and LHUCA. This could be an extension of a performance or a lecture. Not everyone at the event may want to explore the event deeper, but for those that do, LHUCA would be an ideal place for this. An example of people exploring the subject deeper was obvious during the 2005 Flatland Film Festival. There was a block of shorts on Saturday afternoon that was followed by a panel discussion with film industry experts. The block of shorts was near full capacity, but during the

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panel discussion, only a small fraction of those people remained. From talking to some of the people at the discussion, it was observed that many were interested in filmmaking. This shows that there is a potential market for events such as this that can provide a more in-depth connection between the visitors to LHUCA and the artists.

## **XV) Market Gap Analysis**

A gap analysis provides information on ways to attract more people to LHUCA. This includes attracting not only new visitors, but keeping those visitors and bringing them back to LHUCA.

### **a) Business Market**

There are four main gaps that should be attacked in the business market. The following will address ways to have more artists and organizations as well as non-arts-related rentals at LHUCA.

#### *i) Stimulate nonusers.*

Give business market consumers a reason to use LHUCA for their needs. This will expose them to what is available at valuable rates. This can attract new artists to town, or people that have begun to take their art more seriously. There could also be newly-formed organizations that do not yet have a place to call home. For the non-arts-related rentals, LHUCA charges much less compared to rentals at hotels and other traditional meeting places. It is probable that the non-arts-related rental segment will pay more than what is currently charged for the rental spaces. If the renters are satisfied with the experience, they can share it with others that they know, thereby stimulating even more nonusers. This can also attract them back for art events in the consumer market. At the time of this writing, changes in rental rates are being discussed. The discussion consists of whether to raise commercial rates or to keep them at their current levels.

#### *ii) Stimulate light users to use facilities at LHUCA more often.*

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People have rented facilities at LHUCA before, so now they must be contacted for future events. After every person rents a facility, a letter needs to be sent thanking them (only if there were no problems that arose where LHUCA would not want to have them again). In the letter, a call-to-action statement should be included to have the person reserve the facility immediately for the next event. If LHUCA knows that an event is something that occurs with frequency, reminders need to be sent out before the date to encourage the person to reserve the space.

### *iii) Penetrate a substitute's position.*

Include information in advertisements and literature about using LHUCA instead of a hotel or restaurant for the next event. For artists and art organizations, include something about how to use LHUCA instead of another location in town. Care must be taken with this so the names of other art locations in town cannot be recognized. This could cause problems in the relationships and damage LHUCA's reputation as a place that wants to help the arts.

### *iv) Develop and promote new uses for an existing product line.*

Think of a way businesses or artists benefit from renting the facility. For artists and art organizations, this can include promoting the idea of renting the facility to host a class. This needs to be something that the artist or organization does not normally do.

## **b) Consumer Market**

### *i) Stimulate light users to visit LHUCA more often.*

This exists because some people feel that art events are good, but still choose to partake in an alternate activity. This was evident from the survey sent out in July when nearly 25% of the

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respondents answered that they chose to attend other events rather than come to LHUCA. The current patrons need to be convinced that an art event at LHUCA is the best way to spend the evening.

### *ii) Stimulate nonusers.*

This applies not only to people who have never been to LHUCA, but those that come only, for example, to paint exhibits. While they are at LHUCA for the event, it is the perfect time to draw them back for different events. For example, if people come to the Rough Cut Film Series, make sure that they know about the Flatland Film Festival, and have tickets they can purchase. Another example could include someone coming to see a cowboy art exhibit. If they are interested in this style of art, recommend to them a concert that includes cowboy songs and poetry about the same subject matter.

### *iii) Expand geographic distribution.*

Once LHUCA has achieved strong name recognition in Lubbock, major events can be promoted with greater intensity in nearby markets including Amarillo, Abilene, Midland, and Odessa.

### *iv) Create new product line elements.*

This can be accomplished by offering more than just an art show or film screening. Find a way to get the people involved, possibly at different events. Such things include a discussion with the artist or a hands-on activity that goes beyond just seeing art.

## **XVI) Differentiation Strategies**

In order for LHUCA to be successful, it must differentiate itself from other businesses in the market. If LHUCA is not perceived as being unique compared to others, there is no competitive edge and no reason for people to use or visit the facility.

### **a) Business Market**

#### *i) Individual Artist Segment*

##### *1) Establish great value.*

When the outstanding LHUCA facility and its ability to attract visitors combines with commission rates of 20-25%, 5 – 10 points lower than the average market rate of 30%, value is created in the mind of the artists displaying their work at LHUCA. This will create the perception to the artist that he or she will make more money from an individual sale at LHUCA because less of the sale will apply towards commission.

##### *2) Audience building.*

Having other art mediums at LHUCA will bring in a wider audience of people to see the works of individual artists. When LHUCA has a good reputation in the minds of individuals in the consumer market, the association of the artist with LHUCA will help bring in more spectators than might otherwise occur. An example of this was described earlier in *Section IV) Core Competencies* (p. 14).

##### *3) Work with artists to plan events.*

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One easy way to do this is to hold something in conjunction with the First Friday Art Trail.

Have the artist present to meet people and discuss the artwork. This helps create even more exposure for the artist and greater value to the consumer market.

### *4) Increase exposure of artists.*

Exploit the fact that by hosting art at LHUCA, it will increase exposure both to in- and out-of-town buyers. When people are in town for conventions or other events, the hard facts will be available to prove this. Also, the website can be used to communicate this through something such as an online art gallery.

### *ii) Arts Organizations Segment*

#### *1) Increase awareness of arts organizations.*

Show that LHUCA really is committed to increasing awareness of arts organizations. While the Lubbock Garden and Arts Center provides reduced rates for organizations, there seems to be nothing done to promote them. For non-profit members and residents, include their names on the website with links to their own website. In addition, have these groups include information about LHUCA on their website. If organizations see that members of LHUCA are receiving more exposure through such venues as the website, this increases the chance that they will join LHUCA as a member or use the facilities to host events.

#### *2) Audience building.*

Communicate the idea that by hosting all the arts in one location, LHUCA is known as the place for all types of art. This will ease any worries in the minds of the organizations about the

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acceptance of the art. Their worries about people not attending the event will be eased. If people are loyal to LHUCA, there is an increased chance they will become loyal to the organizations of LHUCA.

### *3) Demonstrate benefits of working with other organizations.*

Once the organization sees that other groups are present at LHUCA, they can share ideas for events to increase exposure and membership in the organization. This also allows for the organizations to attract larger audiences.

### *4) Host an annual showcase event for the organizations of LHUCA.*

This will be a chance for people to see all that LHUCA has to offer, while at the same time increasing exposure for the individual organizations.

### *iii) Non-arts-related Rentals Segment*

#### *1) Provide unique rental environments.*

Take advantage of all of the spaces with art at LHUCA by allowing renters to make use of them. This will differentiate the facilities from restaurants and hotel meeting rooms.

#### *2) Provide a variety of meeting spaces.*

Once the sound and lighting equipment are installed in the theatre, the space will be perfect for meetings with large numbers of people that come to see a presentation. For renters, technology such as a screen, projector, computer, television, VCR, and DVD player all need to be available.

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### *3) Arrange catering services.*

With LHUCA arranging the caterers, the perceived value is increased because the customer does not have to worry about this aspect of the rental. Using *At Your Service* is a clear choice due to their successful catering of numerous events in the past. All that LHUCA needs to ask of the renter is what food they desire.

### *4) Work with the Lubbock Convention and Visitors Bureau.*

LHUCA can work with the CVB to have conventions host part of their events at LHUCA. Due to the proximity to the Lubbock Memorial Civic Center, this makes the task easier to accomplish. Also, offer the option to have one of the performing groups of LHUCA perform, making the event more memorable for the renter while at the same time increasing exposure for the group.

## **b) Consumer Market**

### *i) Art Segment.*

#### *1) Host different art mediums.*

Make it possible for customers to see one type of art even though they originally came to see another. This will help to increase curiosity in the other art form and encourage more visits to LHUCA.

#### *2) Increase personal experience with the art.*

Host events where the consumer can meet the artist. This will increase the personal connection the customer has with the art, artist, and LHUCA. One possibility, in addition to having the

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### *2) Continue to improve auction items.*

This could be done by finding vacations to more exotic locations. One possibility is to arrange a trip to Venice on a guided art tour. This is something that is harder to arrange individually than, for example, a trip to a location in the state of Texas. Also, LHUCA should try to actively seek donations throughout the year from the businesses of Lubbock. These businesses can be shown that their products are being seen and discussed by members of the community. Also, artists or collectors could be contacted to donate a piece of art for the auction. This further promotes the purpose of LHUCA as a place for the arts.

### *3) Continue themed gala.*

Rather than switch to a black-tie event, continue with the movie themes. This is beneficial because it promotes film as an art form.

### *4) Host a special event for large purchasers from the gala.*

Having a special event for the buyers of large packages at the gala will provide even greater tangible benefits for purchasing an item. The event, of course, should not use all of the funds generated by the donors. It should, however, be something that is worthwhile to the donors.

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artist at the First Friday Art Trail, is an evening that could be named something like “Meet the Artist Series.” This could include not only local artists, but other artists that are visiting Lubbock. If this person has artwork, it can be displayed while the artist gives a presentation.

### *3) Differentiate each exhibit space.*

Have each gallery host art from a different type of artist. For example, the new gallery could house the work of a state or nationally known artist, another could host the work of an established local artist, and a final space can host the work of an up-and-coming artist. This portrays the image that LHUCA is committed not only to well-known artists in different regions, but also to the local artists that show potential.

### *4) Host a certain type of art event for each weekend.*

As of right now, the first weekend of every month hosts the First Friday Art Trail, a collection of different art forms. The second weekend of every month hosts film events. For the remaining weekends, a certain medium of art should be planned. For example, the third week of every month could include a theatrical production and the fourth could include a musical event.

### *ii) Gala Segment*

#### *1) Show donations at work.*

Use pictures, testimonials, and other things about the construction, improved events, and greater participation to show actual improvements at LHUCA. This will demonstrate to the gala attendees that their money is being used correctly and will ease worries about where their money will go.

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### *2) Continue to improve auction items.*

This could be done by finding vacations to more exotic locations. One possibility is to arrange a trip to Venice on a guided art tour. This is something that is harder to arrange individually than, for example, a trip to a location in the state of Texas. Also, LHUCA should try to actively seek donations throughout the year from the businesses of Lubbock. These businesses can be shown that their products are being seen and discussed by members of the community. Also, artists or collectors could be contacted to donate a piece of art for the auction. This further promotes the purpose of LHUCA as a place for the arts.

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## **XVII) Unique Selling Propositions (USPs)**

Unique Selling Propositions (USPs) are individual phrases or sentences that are used to project a definite overview of LHUCA to the defined markets. These are not necessarily advertising slogans. One example of a USP is the one made famous by Domino's Pizza: "Hot, delicious pizza delivered in 30 minutes or less, or it's your free." This satisfies the three fundamental components of a good USP by being specific, measurable, and beneficial ([www.marketinginsights.com](http://www.marketinginsights.com)). In this example, the Domino's USP is specific because it tells the market what it will receive (hot, delicious pizza). It is also measurable, describing how long it will take to get the product (30 minutes). The benefit conveyed in this example is that if Domino's fails to deliver their promise, the customer will receive the product for free.

For LHUCA, a process was undertaken to derive many possible USPs. The process followed a guideline from an article entitled "Your Unique Selling Proposition" found in the Soho Guidebook. Each employee of LHUCA sat down with a sheet of instructions. First, the individual was asked to write what makes LHUCA a unique entity in the market. Next, the individual was asked to choose the most important factors and traits from the list. Continuing from this step, the individuals then chose which of the remaining items were not easily imitated by competitors. The fourth step involved selecting from those items ideas that could be easily communicated and understood by consumers. Once the individuals had this information available, they then constructed memorable messages (USPs) for LHUCA.

Some interesting USPs that can be further evaluated are listed below.

- We bring the arts together!
- In the heart of Lubbock, the arts!

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- At the center of Lubbock; at the center of the Arts.
- Lubbock's home for art.
- One location. All the arts.

The results were then gathered and listed, not distinguishing which individual wrote what. The complete results from this process can be found in *Appendix X: USPs*.

## **XVIII) Market Positioning Strategy**

The market positioning strategy is a way to visually represent how LHUCA would like to be perceived in the eyes of consumers. The maps in *Appendix XI: Positioning Maps* graphically represent how LHUCA is positioned on a pair of axes in relation to competitors within the market. The long arrows indicate significant value compared to the competitors. The further away LHUCA is from the competitor, the greater the perceived value. In this case, market positioning maps have been created for both the business and consumer markets and their respective segments. LHUCA can exploit this positioning to really differentiate itself and create a unique long-term position in the market that will continue to enhance its value over a long period.

### **a) Business Market**

#### *i) Individual Artist Segment*

For the artist market, LHUCA will position itself in the market on the basis of its numerous art galleries. This will give artists more potential places to exhibit their work, thereby increasing exposure to the public. It will also allow space for different types of art, enforcing the idea of hosting all the arts at one location.

The increased exposure caused by the numerous galleries leads to the next axis: encouraging the sale of art. When artists are able to display their work to the public, the increased exposure creates an increased opportunity to find a buyer for the art. The sale of art will also be factored into the website with the ability to sell the works of member artists. This will increase exposure

to audiences outside of the physical building and increase the possibilities of sales to out-of-state and out-of-country buyers.

### *ii) Arts Organizations Segment*

For arts organizations, an important item that will set LHUCA apart is the ability to host concurrent events that will increase audience traffic for events. The organizations can work together to have a theme for an event, such as was present with the play *Quilters*, described earlier in *Section IV) Core Competencies* (p. 14).

The other thing that LHUCA will do is help promote events of the organizations. As in the case with the quilters, LHUCA promoted both the play and the quilts. LHUCA is also able to use numerous types of media including, but not limited to, newspapers, the current email list, and radio to promote the event to both people involved with the organization and to others who are interested but may not have otherwise heard of the event.

### *ii) Non-arts-related Rentals Segment*

A major positioning factor for the non-arts-related rental segment is LHUCA's proximity to hotels, the interstate, convention center, and the airport. The reason this was chosen is because if LHUCA rents the facility to anyone that has an attendee coming in from out of town, the proximity to the interstate and airport is beneficial, especially if the out-of-town person has to find the location. It is also important for people attending conventions. This will differentiate LHUCA from the Lubbock Garden and Arts Center and the Science Spectrum.

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The unique environment is another essential element to distinguish LHUCA from the other meeting places in town such as hotels and restaurants. The unique environment, teamed with prices that are less than the hotels and restaurants, creates greater value in the mind of the renter. The unique environment can be projected to the consumer in communications and can emphasize the idea that hosting a meeting in the unique environment can be a change from the office and also increase creativity and productivity. It also provides a unique atmosphere for receptions that are not business related.

### **b) Consumer Market**

#### *i) Art Segment*

The most important aspect for the art segment is the fact that LHUCA showcases all of the arts.

The second most important aspect is the characteristics of the artists displaying work. At LHUCA, any artist may have their work displayed. This includes grade school students all the way to professional, full-time artists. At other locations, the art displayed is usually geared to either professionals only or students only. They do not incorporate the entire range of the art community at one time.

#### *ii) Gala Segment*

The annual gala should be positioned as supporting a privately funded entity. The fact that the city is not funding the facility can show the potential gala attendees the importance of their contribution. It involves the consumer because it shows that they provide the resources necessary for LHUCA to survive and function.

## LHUCA Marketing Plan

The other item that sets the gala apart is the Oscars® theme. It creates excitement not only because it is a major cultural event in America, but also because it promotes film as an art medium. This reinforces the image as a home for the arts. This would not be projected if the theme was Hawaiian or Old West or if no theme at all were present.

## **XIX) Brand Name**

The most important concept with brand name is to build brand recognition for LHUCA as a whole. In all publications, conversations, advertisements, etc., it is critical that the same name be used. During the past year at LHUCA, the facility has been commonly referred to by five different names: The Underwood Center, The Underwood Center for the Arts, the Louise H. Underwood Center for the Arts, The Louise Hopkins Underwood Center for the Arts, and LHUCA. This occurred in publications and conversations of people involved everyday with LHUCA, not people who have never before heard of the facility.

Throughout the past year's research, it has been observed time and again that people know of LHUCA, but unless they host events at LHUCA or work with it everyday, nobody seems to remember the correct name of the facility. Names have ranged anywhere from the continued use of the Lubbock Regional Arts Center to Lubbock Performing Arts Center to the Underwood Art Performing Center. Also, when volunteers helped to answer phones over the summer of 2005, they could never remember the full name of the facility. This is evidence that one specific name needs to be selected that is easily understood, short, and memorable.

To project the image of LHUCA as an arts center, "Arts" is a word that needs to be seriously considered to include in the name. Mrs. Underwood's name also should be visible. The most obvious choice to satisfy this is Underwood Center for the Arts. This is short and easy to remember – one of the key elements of building a strong brand. Other possible choices include: LHUCA, LHUCA – The Underwood Center, The Underwood Center, and LHUCArts.

## LHUCA Marketing Plan

Once a decision has been made, it is critical that the name is used prominently in all communications including conversations, printed materials, and anything and everything else. The alternate names should be kept in this report and not looked at until it is decided that a name change is absolutely required. All board members, staff, employees, and anyone else involved with LHUCA should say the name exactly the same. Once this brand name is chosen it must be repeated frequently to build strong brand recognition.

To illustrate the point of this, consider two major competitors: the Buddy Holly Center and the Lubbock Garden and Arts Center. For someone who has not been involved with either facility, there is a much greater chance that the person will remember the Buddy Holly Center as opposed to the Lubbock Garden and Arts Center. The Buddy Holly Center projects exactly what the facility focuses on: Buddy Holly. This also applies to the facilities website address, [www.buddyhollycenter.org](http://www.buddyhollycenter.org). This is an example of the brand name being prominent in communications.

The Lubbock Garden and Arts Center will now be examined. The name of the organization does portray what the facility is about; however, the website for the facility is [www.lubbockgardenandartcenter.org](http://www.lubbockgardenandartcenter.org). The website address is similar but not exactly the same as the name of the facility, which can cause confusion and frustration to the consumer. In addition, the website address is much shorter, readable, and memorable for the Buddy Holly Center than for the Lubbock Garden and Arts Center.

## **XX) Channels of Distribution**

The channels of distribution describe how LHUCA's services will reach potential end users. A visual representation of these channels of distribution can be found in *Appendix XII: Business Market Channels of Distribution* and *Appendix XIII: Consumer Market Channels of Distribution*. Roles and expectations outlining healthy relationships with the major channel member in each market can be found in *Appendix XIV: Roles and Expectations of Lubbock CVB* and *Appendix XV: Roles and Expectations of Artists and Arts Organizations*.

### **a) Business Market**

In the business market, there are four main means by which LHUCA can make its services available to end users.

#### *i) Direct*

LHUCA can go directly to consumers through the board, staff, and direct communications such as direct mail and phone calls. This is the preferred method of dealing with past costumers and friends of the board and staff. This is also the preferred method because it provides a more personal experience when choosing LHUCA for studio space, an organizational event, or a non-arts-related rental.

#### *ii) Lubbock Convention and Visitors Bureau*

The Convention and Visitors Bureau helps people plan conventions and can be very helpful in securing meeting space for attendees. Due to LHUCA's proximity to the convention center, it is

## LHUCA Marketing Plan

feasible to hold part of a convention at LHUCA. Possibilities include a VIP party or an opening reception.

### *iii) Current Artists*

LHUCA can use artists that are familiar to LHUCA to contact other artists. The personal reference can be beneficial as opposed to other means such as direct mail. The personal experiences of the artist can be projected to the potential artist in a much more efficient and effective way. Caution needs to be taken so all artists are treated equally.

### *iv) Art Stores*

Use art supply stores to help communicate LHUCA to individual artists. This is the perfect location to attract artists of certain types of art. They will have to buy supplies to create their art. While at the store, an employee could tell them about the opportunities available at LHUCA. This could either be by telling someone that they can have their artwork featured during a First Friday Art Trail or, if the person is just beginning to take interest in the art, describe the different classes and workshops or organizations available to help foster and grow their understanding and proficiency in the art form.

## **b) Consumer Market**

### *i) Member and Resident Organizations of LHUCA*

These artists can propose the rental of the facility for an event they want to do that involves the public. LHUCA will have some control by setting guidelines as to what the artist or organizations can do at the event. Examples of using this channel include El Ballet Folklórico

## LHUCA Marketing Plan

Nuestra Herencia or the Lubbock Community Theatre renting the facilities to perform an event. This means of attracting end users allows for both the individual organization and LHUCA to promote the event.

### *ii) Direct to Consumer*

This is something that LHUCA does with its own employees or through artists found specifically for the event. This channel will give LHUCA the most control over how to set up the event and also control over how much to charge. Examples of this include the monthly First Friday Art Trail and film series.

### *iii) Schools*

Working with the area schools can bring large numbers of students to LHUCA. They can also promote art events that the school does not come to as a whole by encouraging students to attend, possibly for extra credit.

### *iv) Traveling Shows*

These would allow the least control over the programming of the event because if the show is traveling, the performers will probably not alter it for any reason. LHUCA will be able to charge the organization for the space, but the pricing of the event is decided by the person doing the renting. LHUCA should consider the possibility of charging \$1 per ticket sold. This gives LHUCA more incentive to promote the event.

## **XXI) Features, Advantages, and Benefits (FABs)**

A Feature, Advantage, Benefit (FAB) statement is a phrase that projects what an organization does that is beneficial to the potential customer and establishes superior value. As described by Orvel Ray Wilson in his article “Sell Features, Advantages, and Benefits,” a feature is something that the consumer must be able to see and understand. It is something that the company will still possess even if that one customer does not purchase the service or product.

Wilson describes an advantage as “what the feature does,” or “the service that it performs.” A new automobile will be used to illustrate this. A feature of a new car is its anti-lock braking system. The advantage of this feature is that it allows the driver to retain control of the car while using the brakes.

The third part of a FAB, the benefit, is why the first two parts are important for the customer. Continuing with the example of the new car, the benefit of being able to control the car while using the brakes is that the driver will not only be able to slow down, but will remain in control and able to steer the vehicle out of a possible accident.

For LHUCA, ideas were given and placed in a matrix that could be rearranged. Some FABs created for LHUCA can be found in *Appendix XVI: Business Market Features, Advantages, Benefits* and *Appendix XVII: Consumer Market Features, Advantages, Benefits*.

## **XXII) Pricing Strategies**

Setting the correct prices for rentals and events at LHUCA is an important aspect to the continued success of the organization. Price should not be confused with value, as the two are completely different. For example, consider two watches. One is a Timex<sup>®</sup> purchased for \$69.97. The other is a Rolex<sup>®</sup> purchased for \$5,000. It is obvious that the price of the Timex<sup>®</sup> is less than that of the Rolex<sup>®</sup>. However, in the mind of the consumer, the Rolex<sup>®</sup> may possess greater value. Both objects fulfill their main objective of keeping time, so why would someone want to purchase a Rolex<sup>®</sup> when they can get a Timex<sup>®</sup> for much less? The answer is because the Rolex<sup>®</sup> has greater value. There are many attributes associated with Rolex<sup>®</sup> that give it value. One attribute that gives it value is the status symbol associated with owning it. The value created by being a status symbol is what causes many people to buy the watch.

Overall, the prices at LHUCA should remain low to provide greater access to the arts. This will benefit both the art segment coming to LHUCA to view art and the artists and organizations that create the art. This will continually reinforce the benefits that solidify the value of LHUCA.

### **a) Business Market**

#### *i) Introduction: Market Penetration*

This will allow the targeted segments to try the facilities at a low perceived risk. For arts organizations, the price will allow them to host more events. These events will bring in people and they will see the value of hosting events at LHUCA. For non-arts-related rental space, this allows organizations to host more events because of the lower price. Prices will be lower for

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artists and organizations than for non-arts-related renters. This will show LHUCA as a place for arts that also happens to have facilities for non-arts-related rental.

### *ii) Growth: Hold prices*

This will increase value by providing more benefits while being similarly priced compared to competition such as the Lubbock Garden and Arts Center.

## **b) Consumer Market**

### *i) Introduction: Market penetration*

Prices should be kept free or low for art events. This will build a customer base for all the events at LHUCA and allow people to come with the only risk being opportunity cost (time lost that could have been spent doing something else).

### *ii) Growth: Hold prices for most events, but introduce an event that costs more*

Holding the same price for most events will allow for the continuation of attendance. Another event, however, can be added that charges more. This will allow for increased membership benefits for those at higher levels. This can also lead to higher revenue from ticket sales.

## **XXIII) Integrated Marketing Communications Plan**

An integrated marketing communications plan sets forth a way to effectively use different forms of available communications. Such types of communication include advertising, surveys, direct mail, literature, promotions, and the website, just to name a few. Referring back to section *XIX) Brand Name* (p. 80), the LHUCA name needs to be placed prominently on all communications. If someone reads a brochure for the Underwood Center for the Arts, but two days later reads an article in the paper about an event at LHUCA, there will be confusion. In addition, all communications targeting a specific segment should be kept in harmony with one another. This means keeping the same basic idea of the communications similar for all items dealing with, for example, the consumer market art segment.

For a full listing of communications LHUCA can use, see *Appendix XVIII: IMC Strategy*. For a listing of possible locations for LHUCA to advertise, please see *Appendix XIX: Advertising Publications*.

## **XXIV) Objectives for E-commerce**

As the internet continues to gain acceptance, LHUCA needs to make an effort to not be left behind. Hosting a website is an important aspect to communicate to consumers what LHUCA is, what is available at LHUCA, and upcoming events. The website can also be used as a way to facilitate bringing together artists and art buyers, purchase tickets for an event at LHUCA, and host a discussion board for people interested in art to come together to share thoughts on both the Lubbock art scene and art in general.

An online art gallery can be a major selling point in attracting local artists to become members at LHUCA. If they know that their art will be seen not only at the facility, but to people visiting the LHUCA website from any place in the world, the value of becoming a member is increased greatly. This is also an important feature for the consumer market. The idea of an online art gallery aligns with the marketing plan because it promotes the art of local artists and gives them a lower commission rate. It also increases the artist's exposure beyond just the South Plains, giving both the artist and LHUCA increased awareness in a broader geographic area.

A discussion board is also something that the website can host to bring artists and art patrons together. There is the possibility of a members-only area that artists and organizations can use to work with each other on projects and events. This also fits the marketing plan. A "members only" area increases value, while a general discussion board allows art patrons a chance to discuss their interests, even with artists at LHUCA. This increases exposure for the artist.

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Visitors can take a virtual tour of the facilities. When doing so, a call to action link can appear that encourages the visitor to visit LHUCA, buy tickets online for an event, or make reservations for facility rental. This will allow people to do this at anytime during the day or night, even if LHUCA is closed.

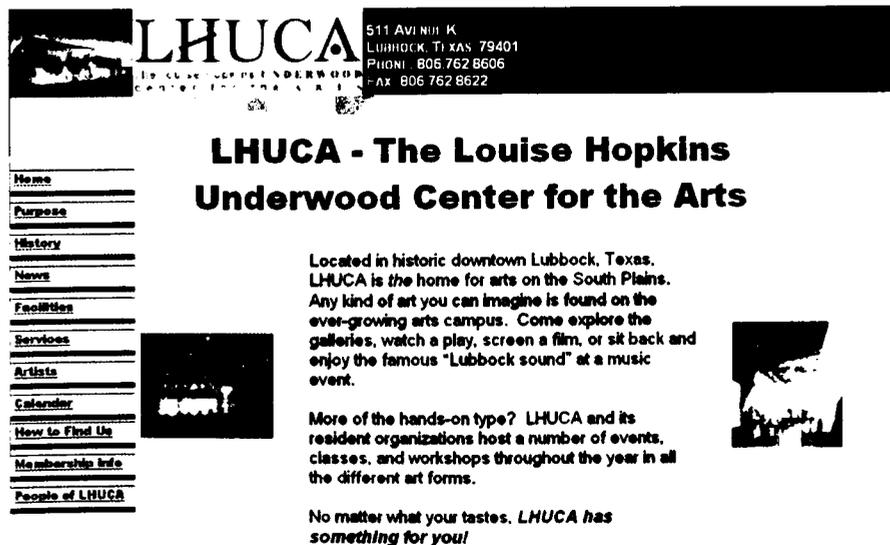
For people in the consumer market, one important feature to have on the website is the ability to purchase tickets for events online. The prices for items purchased on the website should be kept the same as they are outside of cyber space. If a person purchases a ticket from the LHUCA office and then learns that it can be purchased on the website at a reduced price, conflict will arise.

The consumer market can also use the website to purchase and renew memberships or register and pay for classes and workshops at LHUCA. Again, prices for these items need to be the same as outside of cyberspace.

## XXV) Website

An updated website was launched in early July 2005. When creating the new website, a number of topics were addressed. One goal of the new website was to reduce the amount of words per page. The old website contained useful information, but its presentation created the perception that it was time consuming to read. Another consideration was to make a calendar page that was easier to navigate. By itself, the calendar function presents many complex challenges to maximize its effectiveness. It must be very user friendly while at the same time providing the needed information. It must also be easy to update the calendar to save the valuable time of the staff of LHUCA. A copy of the basic design layout of the new website can be found below in *Figure 3: New Website* and an enlarged version can be found in *Appendix XX: New Website* or online at [www.theunderwoodcenter.org](http://www.theunderwoodcenter.org).

*Figure 3: New Website*



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The current website is not a permanent website. Plans are already underway to have a professional website created with features described previously in *XXIV) Objectives for E-commerce* (p. 89). The new website will also make use of a database management system that allows for a much easier and less time-consuming way to update the website. Listed below are descriptions of certain aspects of the new website.

### **a) Business Market**

#### *i) "Services" Page*

The "Services" page is aimed toward artists and organizations to show them what LHUCA has to offer. This page has a large amount of words, but due to bold headings, it is easy for the viewer to find the desired information.

#### *ii) "Artists" Page*

The "Artists" page promotes the artists and organizations of LHUCA. This provides incentives for these segments to join LHUCA as members because it produces increased exposure to the LHUCA consumer market. It also allows individuals in the consumer market to search for someone in a specific art medium to commission a work or inquire about a class or workshop.

#### *iii) "Facilities" Page*

The "Facilities" page includes small pictures of some of the spaces and has a link to send an email requesting more information. In the future, this should include virtual facility tours and online reservation capabilities.

## **b) Consumer Market**

### *i) "Facilities" Page*

The "Facilities" page includes small pictures of some of the spaces at LHUCA. It describes the different parts of the facility and what the space is mostly used for. This can be helpful for people visiting to know where some of the events are located. For example, many people may not have heard of the Icehouse. On this page, there is a description of the facility and what it is used for.

### *ii) "How to Find Us" Page*

The "How to Find Us" page is for people to find directions to LHUCA. It also includes the location of the Icehouse. It gives directions as to where to enter the building, something that people have had a difficult experience doing because of the construction.

### *iii) "Membership" Page*

The "Membership" page has information on different membership levels and benefits. At current time, online applications are not available, only a link to download a form to mail in. Descriptions of the different membership levels will be added in the near future.

### *iv) "People of LHUCA" Page*

The "People of LHUCA" page is to show contact information for the staff and also to recognize the people on the board and advisory councils. It also includes the names of members who have joined at the "Donor" level or above, something that is listed as a benefit of these levels.

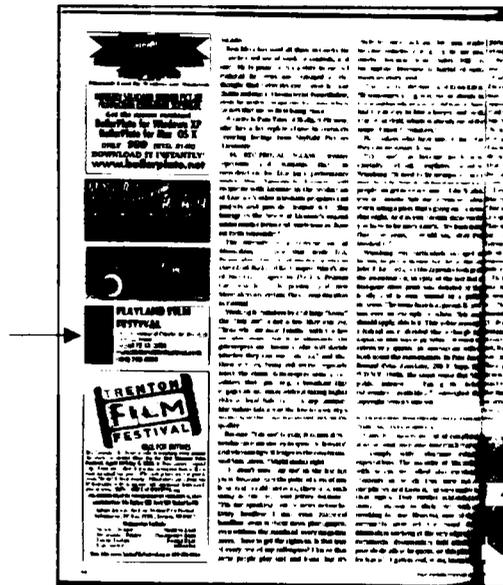
## LHUCA Marketing Plan

Another task undertaken was to increase the number of hits by search engines such as Yahoo! and Google. In the past, the only things that resulted from searching for LHUCA were the Buddy Holly Center and other places around town. By changing the META TAG in the website's HTML codes, "LHUCA" and "Underwood Center for the Arts" are in the top three results on Yahoo!, Google, and Excite.

## XXVI) Other Completed Publications

Appendices *XXI*, *XXII*, and *XXV* include completed publications from the past year. These include an advertisement in *Filmmaker Magazine*, the *Lubbock Map*, and a new membership form.

i) *Figure 4: Flatland Film Festival Advertisement*



The advertisement in *Figure 4: Flatland Film Festival Advertisement* was created to promote the Flatland Film Festival and an enlarged version can be found in *Appendix XXI: Flatland Film Festival Ad*. Due to relatively high advertising prices, a small advertisement was placed. There was no option of placement for the ad, so it was decided by the editors.

ii) *Figure 5: Lubbock Map Advertisement*

The advertisement is enclosed in a black rectangular border. On the left side, the acronym "LHUCA" is written in a large, bold, serif font. Below it, in a smaller font, is the text "The Louise Happel Underwood Center for the Arts". Underneath this text is a small, dark, square image that appears to be a landscape or a building. Below the image, the address "511 Avenue K" and the phone number "806.762.8606" are listed in a bold, sans-serif font. At the bottom left, the website "www.theunderwoodcenter.org" is provided in a bold, sans-serif font. On the right side of the advertisement, the phrase "We bring the arts together at our arts campus:" is written in a cursive font. Below this, a list of activities is presented, each preceded by a diamond-shaped bullet point. The activities are: "Monthly First Friday Art Trail", "Monthly Cinema Series", "Annual Día de los muertos festivities", "Annual Flatland Film Festival", "Theatre", "Four exhibit galleries", and "Clay Studio".

**LHUCA**  
The Louise Happel Underwood  
Center for the Arts

**511 Avenue K**  
**806.762.8606**  
**www.theunderwoodcenter.org**

*We bring the arts together at our  
arts campus:*

- ◆ Monthly **First Friday Art Trail**
- ◆ Monthly Cinema Series
- ◆ Annual **Día de los muertos** festivities
- ◆ Annual **Flatland Film Festival**
- ◆ Theatre
- ◆ Four exhibit galleries
- ◆ Clay Studio

The advertisement in *Figure 5: Lubbock Map Advertisement* was placed in the *Lubbock Map* to promote LHUCA and an enlarged version can be found in *Appendix XXII: Lubbock Map Ad*.

This advertisement was made to communicate the different types of activities available at LHUCA for people coming from out of town. It was featured on the “tourist” side of the map to reach the intended audience of visitors to Lubbock searching for things to do. With the help of Cary Swinney at *Word Publications*, the advertisement was placed at the bottom section of the map where it is opened. Even if the map is not opened completely, when the majority of the map of Lubbock is seen, the advertisement is in view.

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iii) Figure 6: New Membership Card

The new membership card seen in *Figure 6: New Membership Card* was created by Executive Director Kathryn Oler and an enlarged version can be seen in *Appendix XXV: New Membership Card*. The new membership form includes a check box for the new member to remain anonymous. On the old membership form, there was no box, only a phrase that said “anonymity will be honored if requested.” This makes it easier for the person completing the card to choose to remain anonymous.

Also on the membership form is the listing of the membership levels starting from the highest level (Benefactor) and ending at the lowest level (Student). This is a change from the last membership card. The reason for this is that people will see the highest levels first instead of the lowest level. Descriptions of each level are found on the back of the card, something that the old card did not have. This will allow for someone interested in membership to see the differences between each level.

## LHUCA Marketing Plan

The membership level benefits themselves were changed as well. Benefits were created in each category to differentiate it from the level below it. This provides concrete benefits of paying more for a membership. New benefits include a discount on the purchase of art, an annual dinner with the Executive Director, and space rental discounts.

Two more additions to the membership card are the lines “Check here for automatic renewal via credit card,” and “Please accept my additional donation \$ \_\_\_\_.” The automatic renewal will make it easier to retain members. At the time of membership expiration, a letter should be sent to the person stating the current membership level and the membership levels above it. This will allow the person to know that the membership is being renewed, but will provide the opportunity to move up a level. Also, the line for an additional donation was added for people who choose a membership level but may also wish to make a donation. Having this line present makes it easier for the person to do so and can lead to increased revenue.

## **XXVII) Special Thanks**

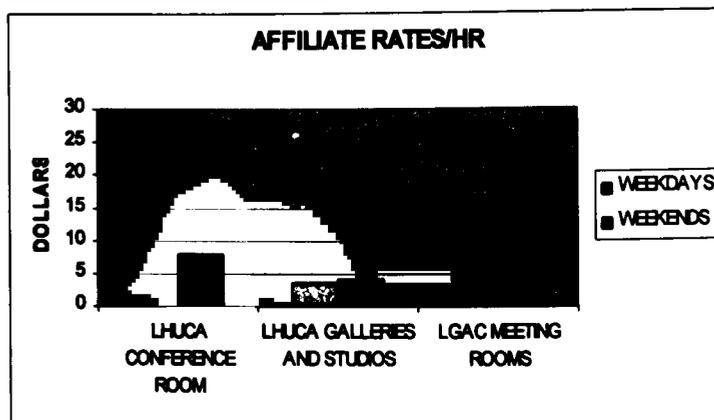
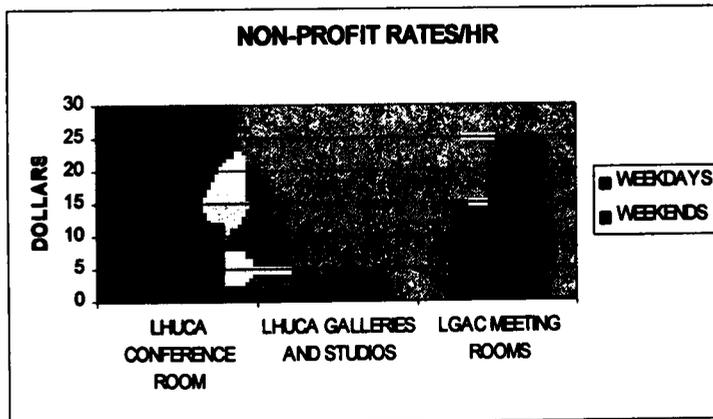
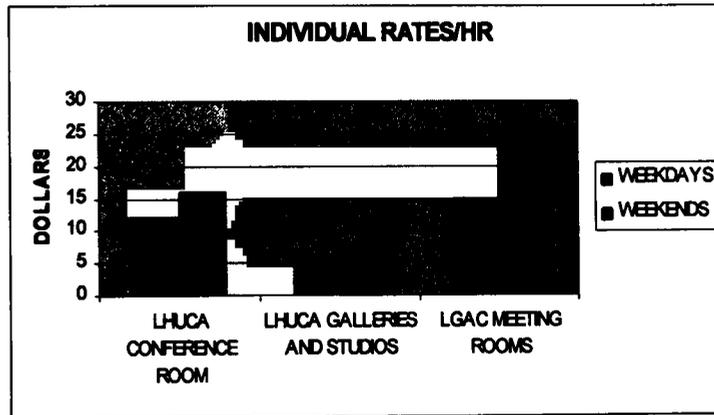
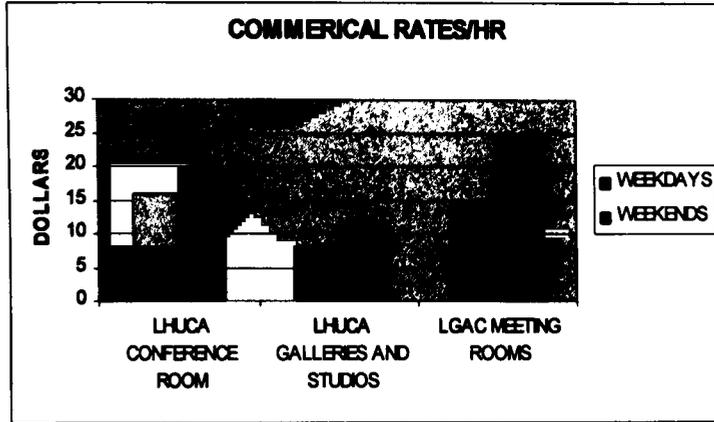
I would like to thank the staff and board of LHUCA for allowing me the opportunity to work on this project for the organization. I would like to give special thanks to Mrs. Kathryn Oler and Mrs. Linda Whitebread for all of their work with me during the past year. I would also like to thank Mr. Alan Whitebread for all of his guidance and help throughout the entire project.

Finally, I would like to thank Kim Miller, former Marketing Director at the Temple Cultural Activities Center, for meeting with me to discuss issues facing community arts centers.

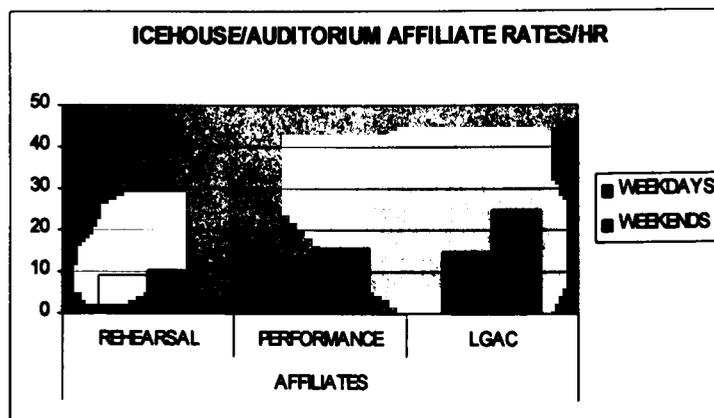
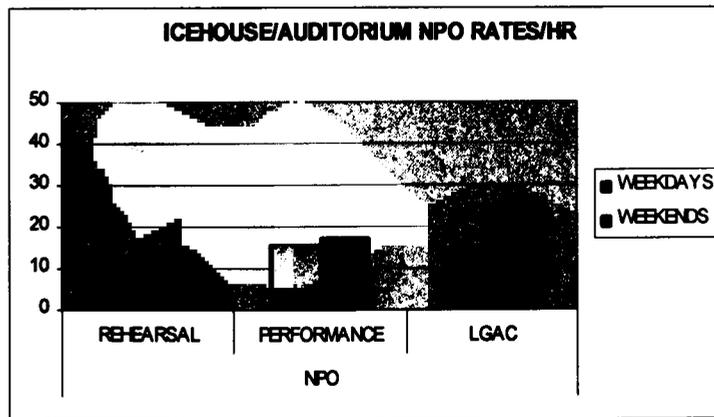
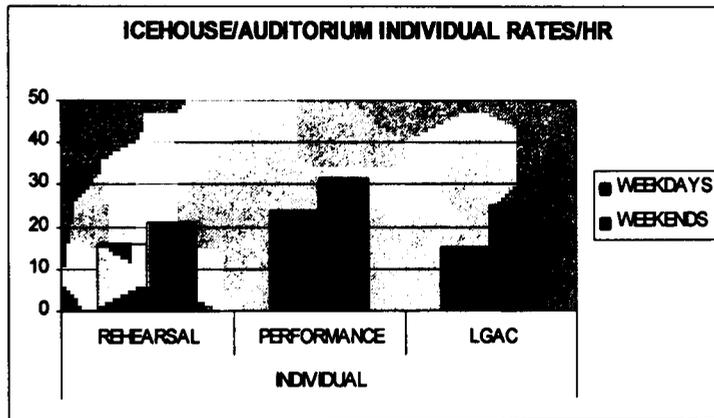
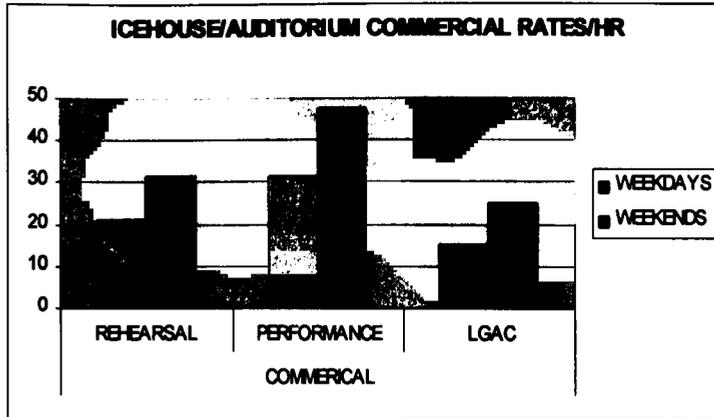
Appendices

# LHUCA Marketing Plan

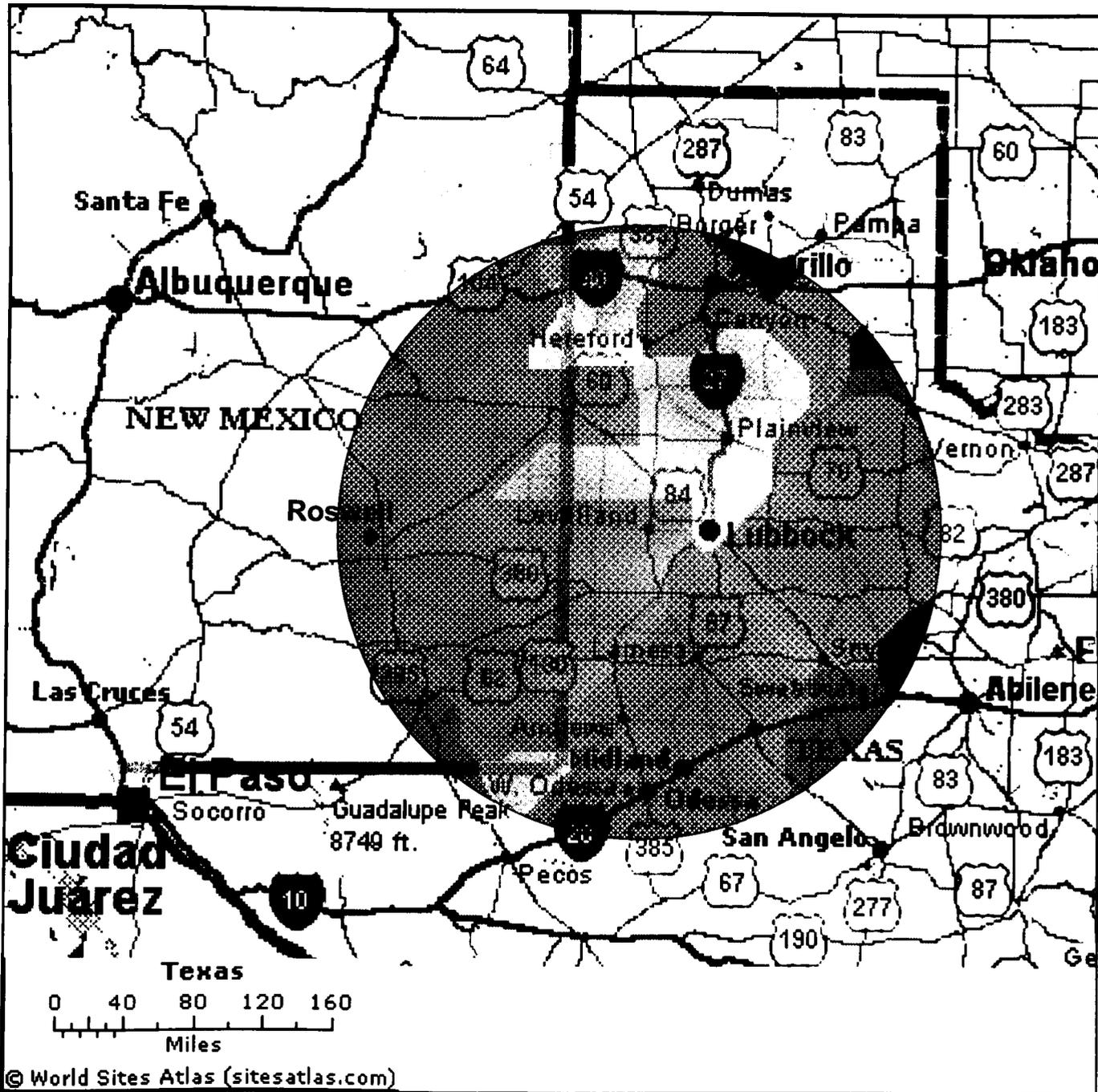
## Appendix I: Rate Comparisons for Meeting Spaces LHUCA versus Lubbock Garden and Arts Center



## Appendix I: Rate Comparisons for Meeting Spaces LHUCA versus Lubbock Garden and Arts Center



Appendix II: Geographic Market Area for LHUCA



Appendix III: SWOT Analysis of LHUCA

<p style="text-align: center;"><b>Strengths</b></p> <p>Founder of First Friday Art Trail</p> <p>Will open new facilities in near future</p> <p>Regional Curator Program</p> <p>Numerous different spaces for creation and exhibition of art and rentals</p> <p>Successful first year of Flatland Film Festival</p> <p>Will be close to new highway</p>	<p style="text-align: center;"><b>Opportunities</b></p> <p>Numerous arts-related facilities know LHUCA as founder of First Friday Art Trail and has led to increased exposure among arts-related business owners</p> <p>New facilities will offer more opportunities for events and rentals</p> <p>Regional Curator Program can be something that local artists will strive to be a part of</p> <p>Success from Flatland Film Festival can be taken advantage of and LHUCA can become market leader in independent film programming</p> <p>Vicinity to highway will provide easy access to travelers in the future</p>
<p style="text-align: center;"><b>Weaknesses</b></p> <p>Does not have brand recognition that Buddy Holly Center does (due to Lubbock's promotion of Buddy Holly)</p> <p>People do not yet have a solid understanding of what LHUCA does</p> <p>People have trouble remembering full name of facility</p>	<p style="text-align: center;"><b>Threats</b></p> <p>Do not want to be seen as only one type of art</p> <p>Museum of Texas Tech University and the Buddy Holly Center could expand arts spaces</p> <p>Visitors to Museum of Texas Tech University or the Buddy Holly Center could see the art present at those facilities and then think they do not need to see the art at LHUCA</p>

## Appendix IV: SWOT Analysis of Lubbock Garden and Arts Center

Strengths	Opportunities
<p>Variety of spaces for both creation and exhibition of arts and rentals</p> <p>Outside rental facilities in a rose garden</p> <p>Hosts a fall arts festival</p> <p>Offers classes, workshops, and camps</p> <p>Does not rely solely on private funding</p> <p>Has large market share of organizations that use facilities monthly</p> <p>First arts center in Lubbock</p> <p>Helps with art programs for home schools</p>	<p>Can attract rentals that request both outdoor and indoor facilities</p> <p>Can use fact that was first arts center to gain validity</p> <p>Can strengthen relationships with schools, organizations, and general public</p>
Weaknesses	Threats
<p>No theatre</p> <p>No large rehearsal space</p> <p>No clay studio</p> <p>No dark room</p> <p>Only have member groups, not resident groups</p> <p>Limited city funding</p> <p>Building maintenance has been a problem and some parts of the facility need repair</p>	<p>LHUCA could pose a threat to Lubbock Garden and Arts Center when new facilities are completed</p> <p>Could lose funding from the City of Lubbock</p>

Appendix V: Monthly Groups at Lubbock Garden and Arts Center

American Institute of Architects	New Neighbors Marathon Bridge
Caprock China Club	New Neighbors Club
Caprock Classic Car Club	Petal Pushers Garden Club
Chaparall Quilter's Guild	South Plains Coin Club
Fiber Arts on the Plains Guild	South Plains Iris Society
Friday Morning Life Drawers	South Plains Porcelain Club
Llano Estacado Audubon Society	South Plains Quilters Club
Lubbock Camera Club	South Plains Stamp Club
Lubbock Council of Garden Clubs	South Plains Wood Carvers
Lubbock Gem and Mineral Society	Thursday Painters
Lubbock Music Teachers	West Texas Cotton Pickin' Painters
Lubbock Woodworkers	West Texas Watercolor Society
Newcomers Club	Zeta Omicron
South Plains Plant Society	

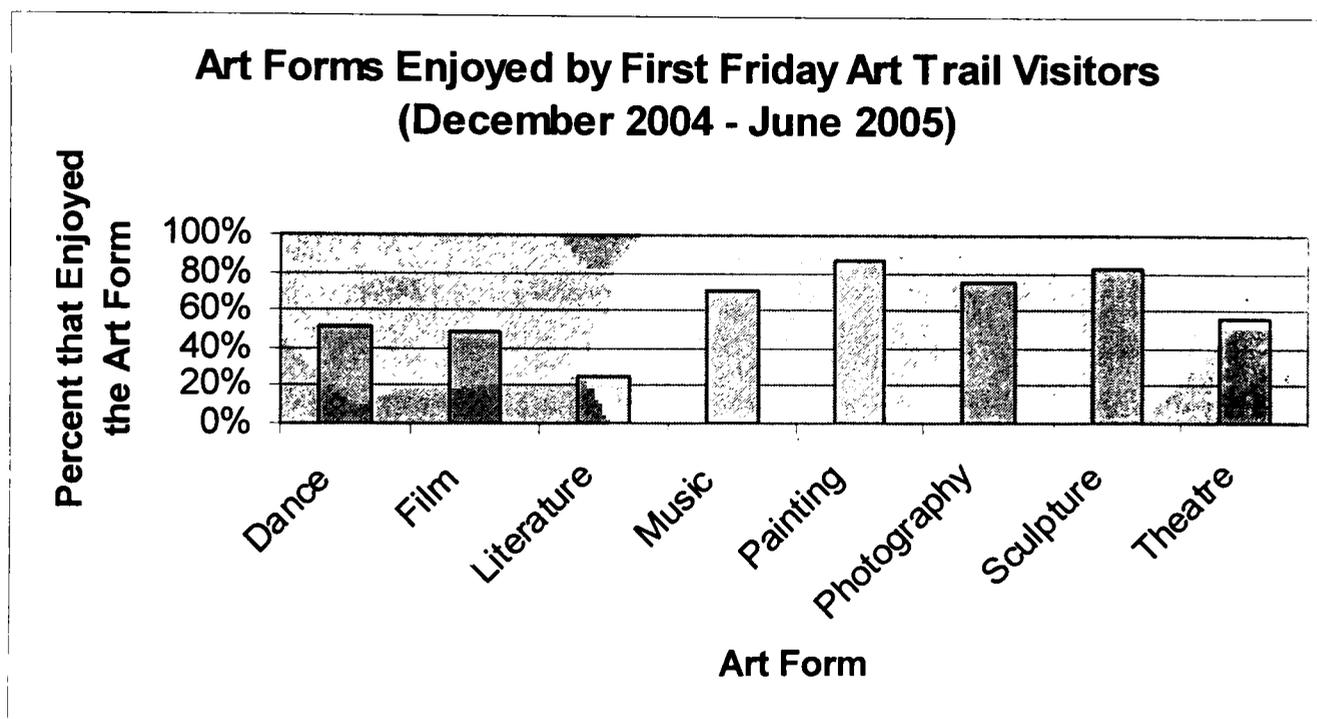
## Appendix VI: SWOT Analysis of Buddy Holly Center

<b>Strengths</b>	<b>Opportunities</b>
<p>Variety of facility offerings including museum, art gallery, and musical performance space</p> <p>Buddy Holly's name is promoted on many things to promote the City of Lubbock</p> <p>Acquires national exhibits</p> <p>In the Depot District within walking distance to bars, restaurants, and music venues</p> <p>Hosts music festival every fall</p>	<p>Build relationship with LHUCA to increase attendance to both facilities</p> <p>Can work with music documentary makers and increase exposure to a wider audience</p>
<b>Weaknesses</b>	<b>Threats</b>
<p>High rental rates</p> <p>People may not like Buddy Holly and will want nothing to do with him, preventing them from visiting</p> <p>People think Buddy Holly Center is only a museum about Buddy Holly and does not offer other things</p>	<p>New highway may detour traffic away from area</p> <p>Will lose exposure of facilities because can no longer call the fall festival the "Buddy Holly Music Festival"</p>

## Appendix VII: Market Research Collected at First Friday Art Trail (December 2004 – June 2005)

Place a check beside the art forms you enjoy:

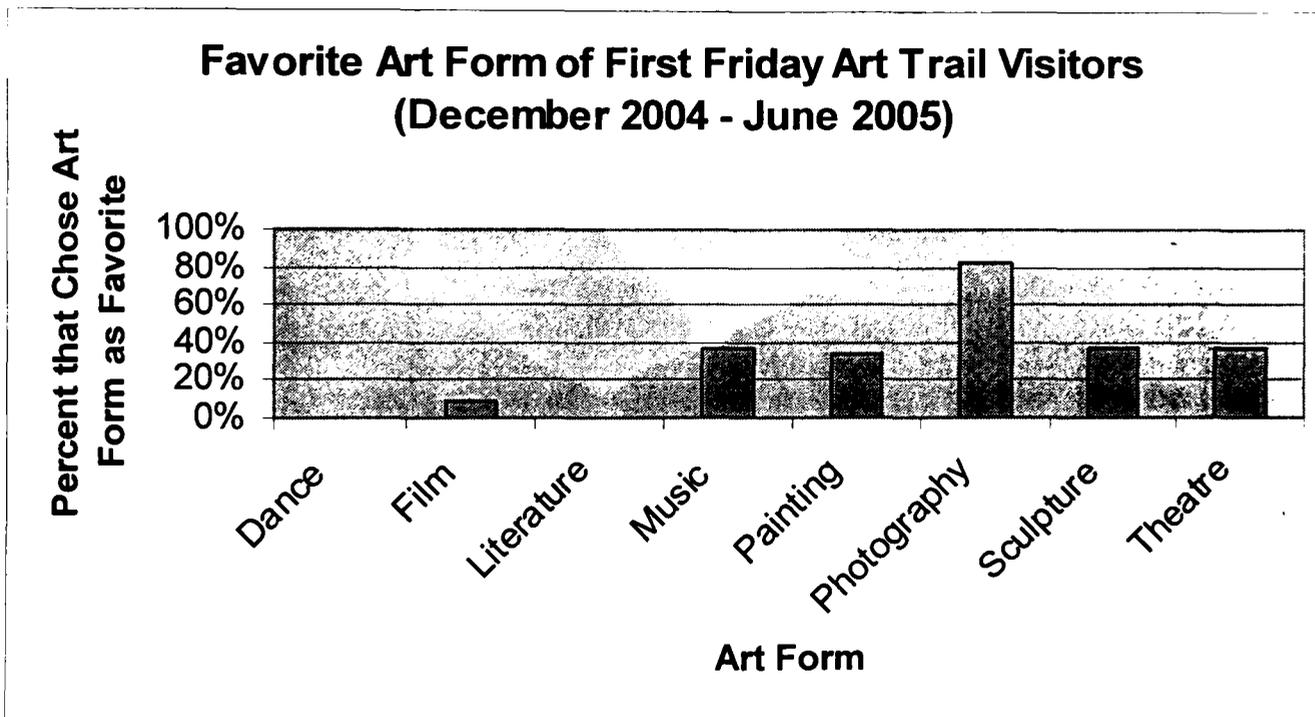
- Painting
- Sculpture
- Music
- Film
- Other
- Dance
- Theatre
- Photography
- Literary



*(This question can be used to see what types of art forms people attending the First Friday Art Trail enjoyed. Care must be taken using this information because respondents may have come specifically for one type of art form, thereby creating a greater response for that art form than what there might actually be in the market. There were no responses for "other.")*

## Appendix VII: Market Research Collected at First Friday Art Trail (December 2004 – June 2005)

Which ONE [of the above choices] is your favorite? \_\_\_\_\_



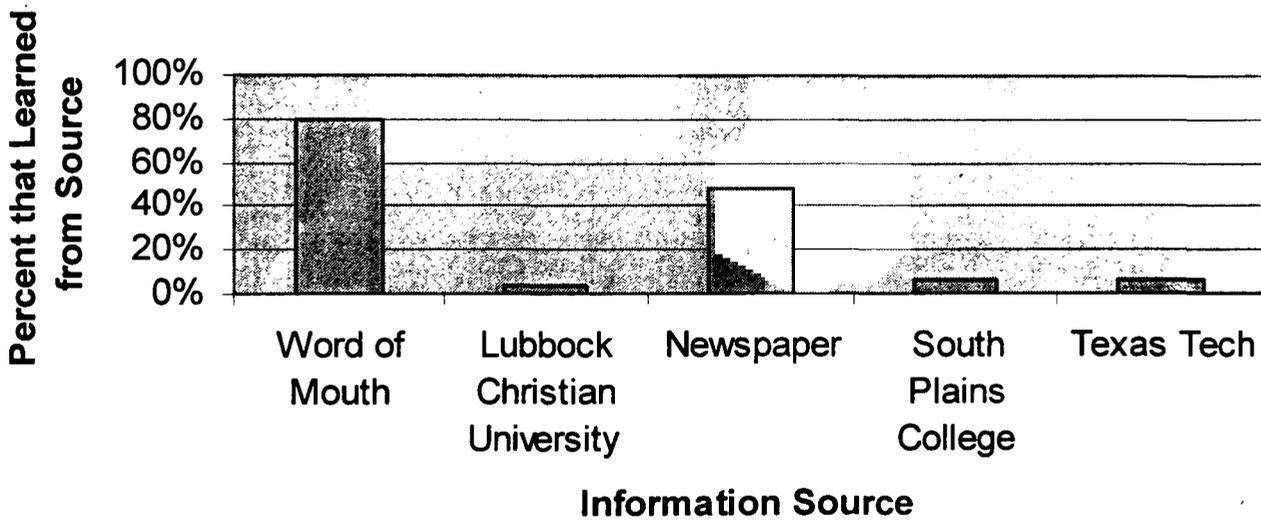
*(This question was used to determine what the favorite art form was among the respondents. As in the previous question, respondents coming specifically for one art form could have lead to skewed data.)*

## Appendix VII: Market Research Collected at First Friday Art Trail (December 2004 – June 2005)

How did you learn about this event?

- Heard from friend/coworker
- Heard at school      School name \_\_\_\_\_
- Heard on radio      Radio station/program \_\_\_\_\_
- Read in newspaper      Newspaper name \_\_\_\_\_
- Read in magazine      Magazine name \_\_\_\_\_
- Saw on news      News station \_\_\_\_\_
- Other      Explain \_\_\_\_\_

**Sources of Information for First Friday Art Trail  
(December 2004 - June 2005)**

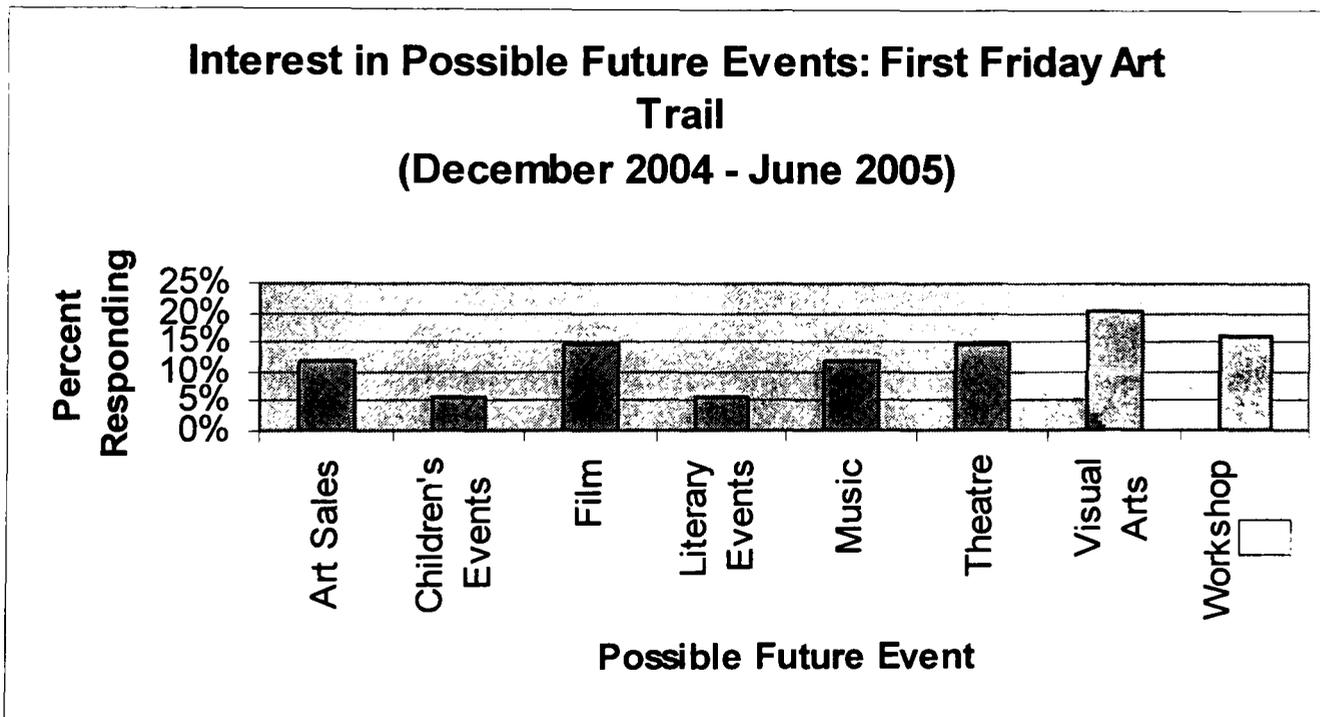


*(This question was used to determine sources of information respondents were using to receive information about the First Friday Art Trail. From these results, Word of Mouth was significant, with nearly 80% of respondents learning about the event from either a friend or coworker.)*

## Appendix VII: Market Research Collected at First Friday Art Trail (December 2004 – June 2005)

Place a check beside the future events you would like to see at The Underwood Center:

- Visual Arts
- Music Events
- Film Screenings
- Theatre Productions
- Workshops
- Art Sales
- Children's Events
- Literary Events
- Other \_\_\_\_\_



*(This question was used to determine interest of possible future events at LHUCA. A reminder, this information should be viewed cautiously. The sample may not be representative of the market as a whole.)*

## Appendix VII: Market Research Collected at First Friday Art Trail (December 2004 – June 2005)

Were your expectations:

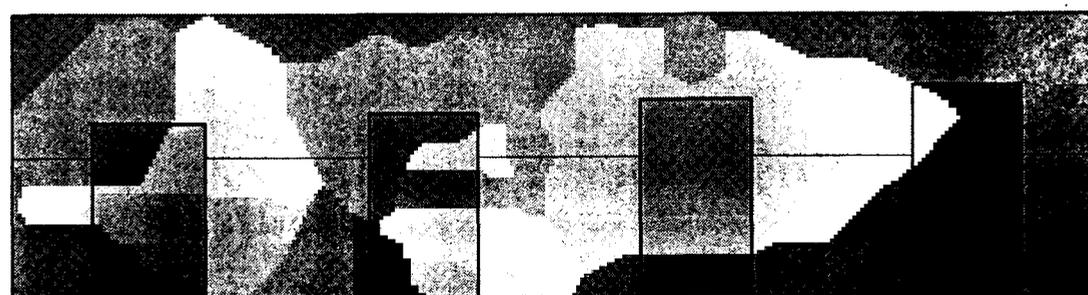
	Exceeded	Met	Not Met
Overall Experience			
Artwork			
Atmosphere			
Refreshments			

**How Expectations Were Met at First Friday Art Trail (December 2004 - June 2005)**

Exceeded

Met

Not Met



Artwork

Atmosphere

Experience

Refreshments

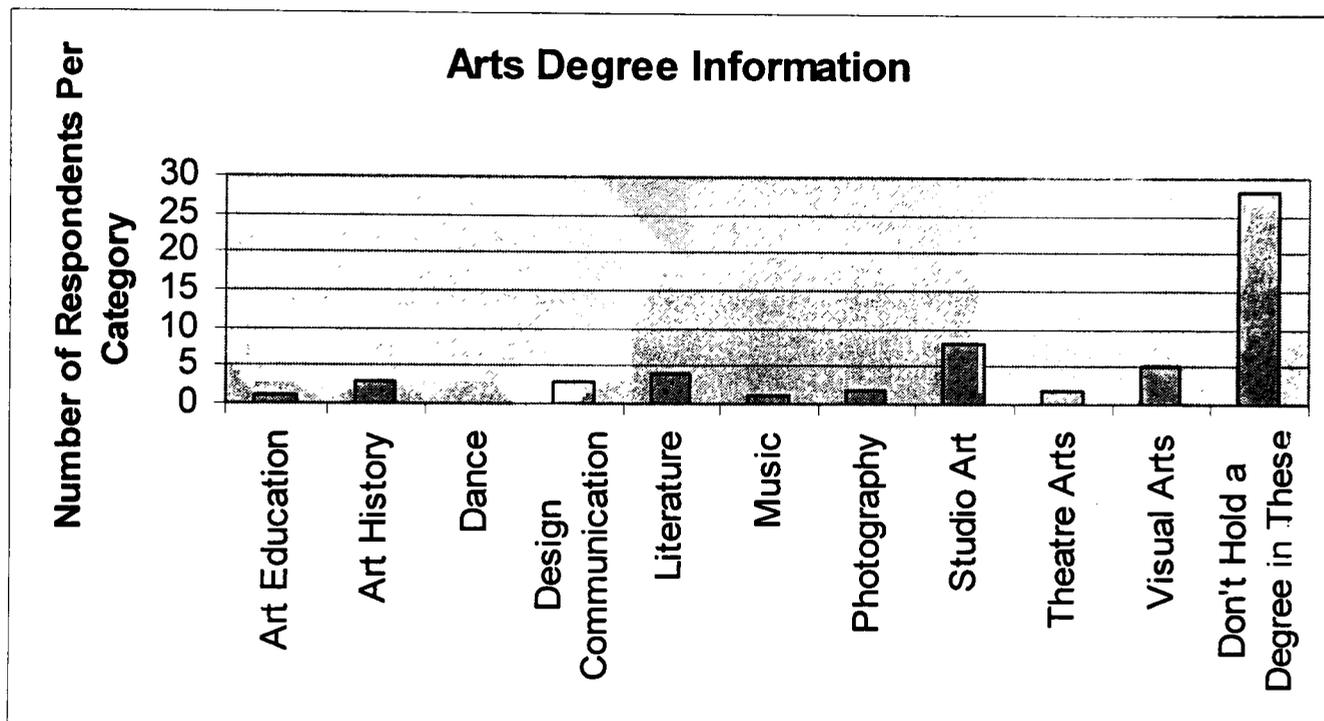
Expectation Category

*(This question was used to see how LHUCA was living up to visitors expectations. Respondents placed a check in the boxes in the category that related to how they felt about the experience in each category. As can be seen from the graph below, the First Friday Art Trail at LHUCA was better than expected in all four categories. This does not mean that LHUCA should not try to improve; instead, it shows that LHUCA has a good base to build on.)*

## Appendix VIII: Electronic Market Research Survey

Do you hold or are you pursuing a degree in the following arts?

Art Education	Art History	Dance	Design Communications	Literature	Music
Photography	Studio Art	Theatre Arts	Visual Arts	No Arts-Related Degree	



	Art Education	Art History	Dance	Design Communications	Literature	Music
Percentage of Responses	2	5	0	5	7	2

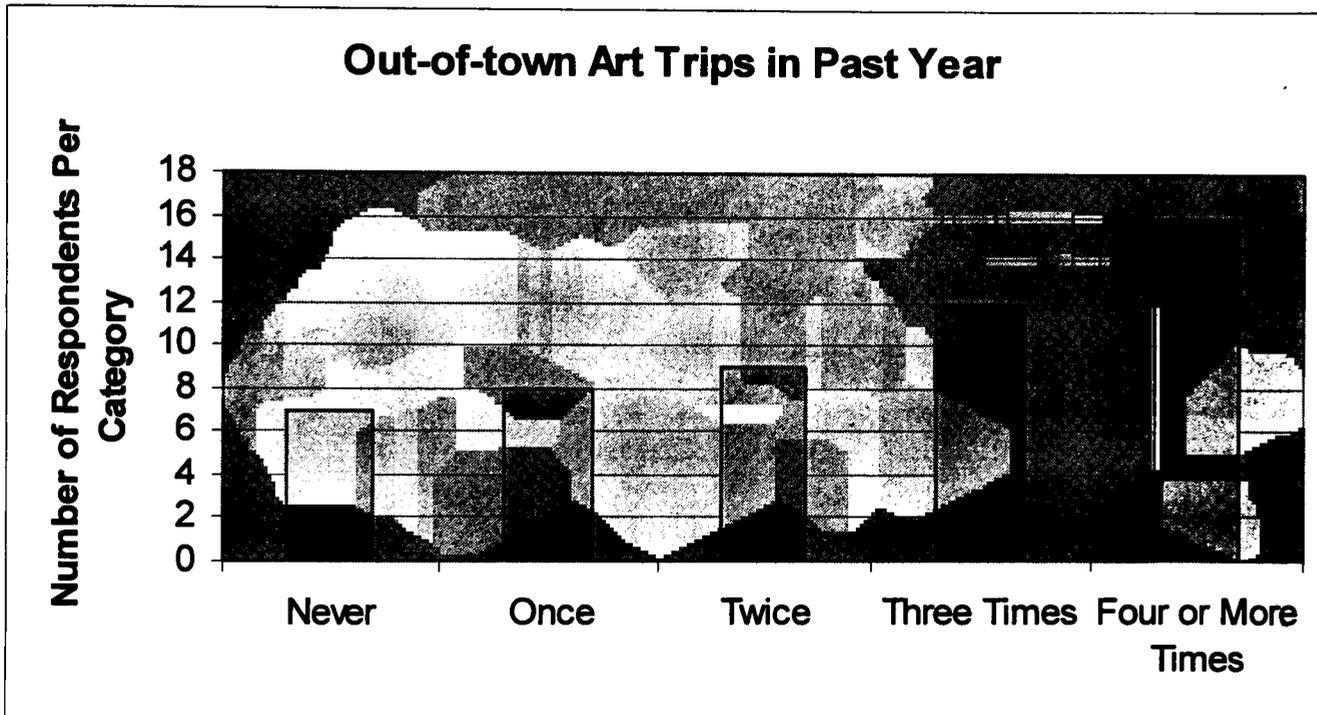
	Photography	Studio Art	Theatre Arts	Visual Arts	No Arts-related Degree
Percentage of Responses	4	14	4	9	49

*(This graph shows that nearly half of the people taking the survey (24 of 52 total) do not have any type of arts-related degree. This gives reason to believe that it is not just trained artists coming to LHUCA, but both artists and art lovers alike.)*

## Appendix VIII: Electronic Market Research Survey

How many times in the past year did you travel outside of Lubbock to attend art/culture events?

- Never
- Once
- Twice
- Three Times
- Four or More Times



Times Traveled in Past Year to Art Event Outside of Lubbock	Percentage of Responses
Never	13%
Once	15%
Twice	17%
Three Times	23%
Four or More Times	31%

*(These results show that there is an interest in out-of-town art trips. This can be used to determine if future membership levels should include an out-of-town trip as part of the benefits. This information can also be used to show that people are leaving the city to pursue arts, therefore, LHUCA could ask for funding to keep people in town.)*

## Appendix VIII: Electronic Market Research Survey

How often did you attend events at the following locations in the past year? (Once, Twice, Three Times, Four or More Times)

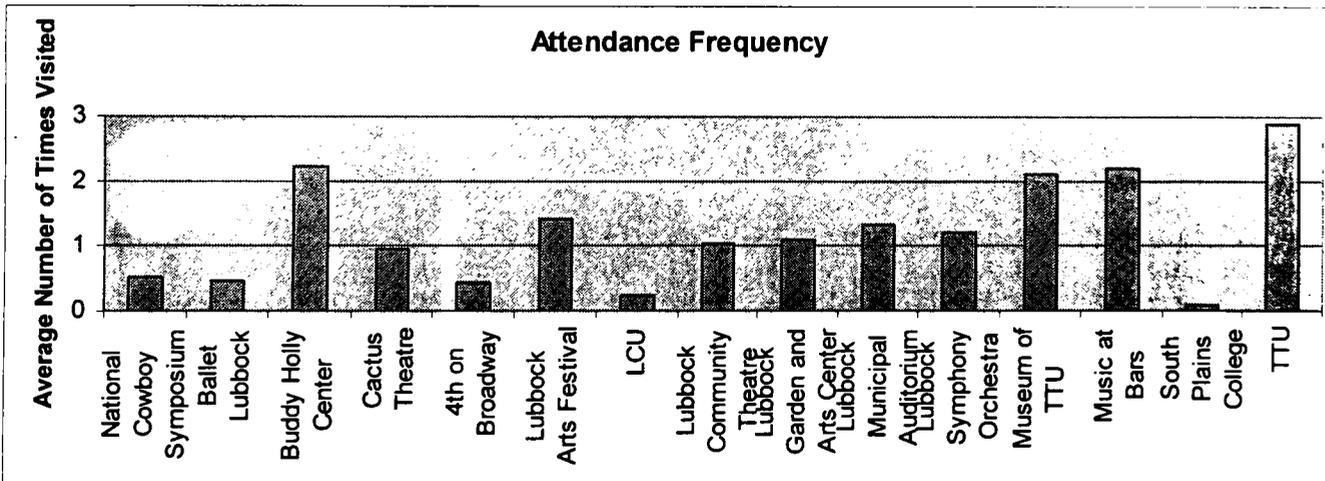
- American Cowboy Symposium
- Ballet Lubbock
- Buddy Holly Center
- Cactus Theatre
- Fourth on Broadway
- LHUCA
- Lubbock Arts Festival
- LCU
- Lubbock Community Theatre
- Lubbock Garden and Arts Center
- Lubbock Municipal Auditorium
- Lubbock Symphony Orchestra
- Museum of TTU
- Music Concerts at Bars/Clubs
- TTU

	Never	Once	Twice	Three Times	Four or More Times
National Cowboy Symposium	50.00%	30.77%	n/a	n/a	n/a
Ballet Lubbock	50.00%	15.38%	5.77%	1.92%	0.00%
Buddy Holly Center	13.46%	21.15%	21.15%	3.85%	32.69%
Cactus Theatre	36.54%	21.15%	15.38%	0.00%	5.77%
4th on Broadway	53.85%	28.85%	n/a	n/a	n/a
Lubbock Arts Festival	11.54%	80.77%	n/a	n/a	n/a
LCU	67.31%	7.69%	1.92%	1.92%	0.00%
Lubbock Community Theatre	42.31%	13.46%	7.69%	3.85%	9.62%
Lubbock Garden and Arts Center	32.69%	26.92%	13.46%	5.77%	5.77%
Lubbock Municipal Auditorium	28.85%	23.08%	19.23%	7.69%	7.69%
Lubbock Symphony Orchestra	38.46%	17.31%	1.92%	5.77%	13.46%
Museum of TTU	7.69%	30.77%	19.23%	13.46%	21.15%
Music at Bars	13.46%	17.31%	21.15%	3.85%	28.85%
South Plains College	63.46%	5.77%	0.00%	0.00%	0.00%
TTU	7.69%	13.46%	11.54%	3.85%	51.92%

## Appendix VIII: Electronic Market Research Survey

How often did you attend events at the following locations in the past year? (Once, Twice, Three Times, Four or More Times)

- American Cowboy Symposium
- Ballet Lubbock
- Buddy Holly Center
- Cactus Theatre
- Fourth on Broadway
- LHUCA
- Lubbock Arts Festival
- LCU
- Lubbock Community Theatre
- Lubbock Garden and Arts Center
- Lubbock Municipal Auditorium
- Lubbock Symphony Orchestra
- Museum of TTU
- Music Concerts at Bars/Clubs
- TTU



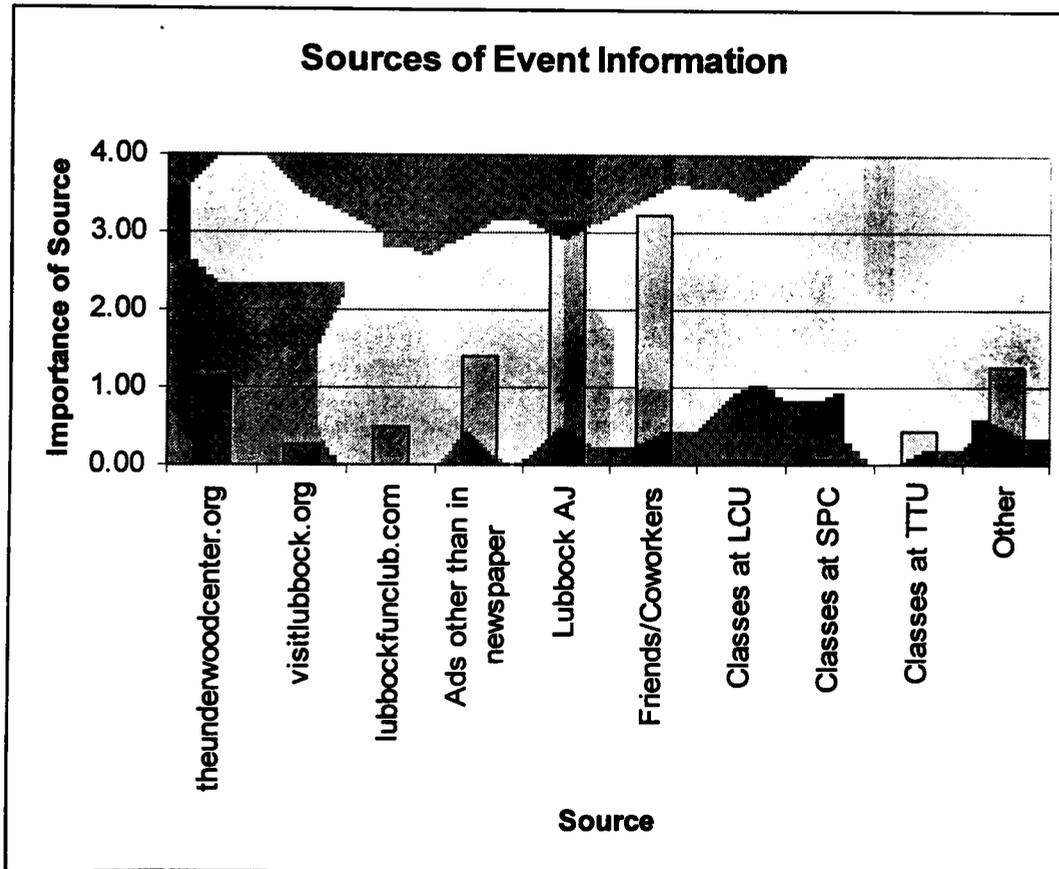
The survey allowed respondents to select how many times they attended each event. The numbers in the chart on the preceding page were derived by dividing the number responding to each time period by the total number of respondents for that event. For example, 42 people responded to the National Cowboy Symposium section of the question. Of these 42 people, 26 did not attend the event in the past year, which means 50% of respondents did not attend the event in the past year. For events that only happen once a year, some people still chose that they attended the event more than once. For this, the number of responses above "once" were arranged to be included in the "once" category.

*(This provides information as to what other places in town people are attending. The results can lead to a possibility of working with a certain location to do events together.)*

## Appendix VIII: Electronic Market Research Survey

Which of the following do you use for information on Lubbock art/culture events?

- www.theunderwoodcenter.org
- www.visitlubbock.org
- www.lubbockfunclub.com
- Advertisements
- Avalanche Journal
- Friend/Coworker
- Class at LCU
- Class at SPC
- Class at TTU
- Other

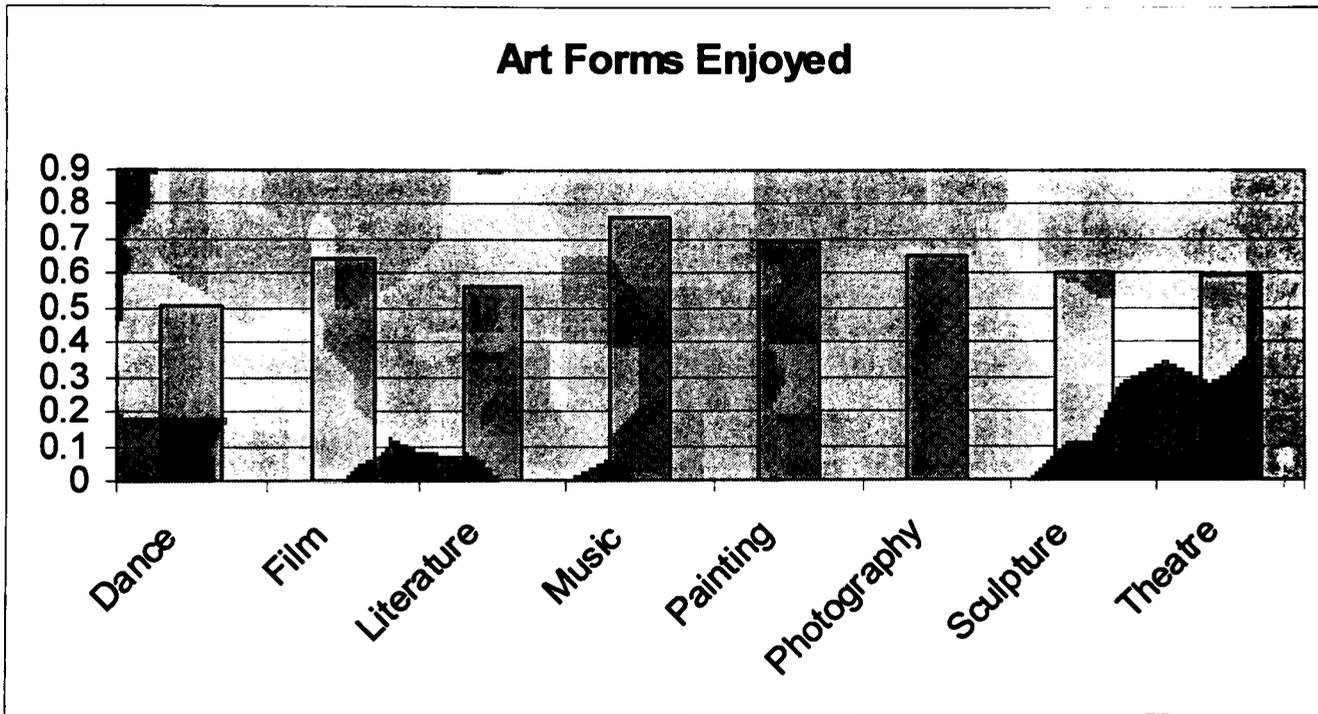


*(This helps determine where people find information about events. This information can be used to determine where to concentrate advertising dollars to be most efficient. In the chart, answers can range from 0 [never using the source] to 4 [always using the source].)*

## Appendix VIII: Electronic Market Research Survey

Please rank the following art forms: (5 places to rank: Really Like, Neither Like Nor Dislike, Really Dislike)

- Dance
- Film
- Literature
- Music
- Painting
- Photography
- Sculpture
- Theatre
- Other



*(This information can be used to determine where most demand is placed. In this chart, answers can range from 0 [really dislike] to 1 [really like] )*

## Appendix VIII: Electronic Market Research Survey

Please briefly describe your perception of LHUCA:

*(This will determine what the consumers think of when they think of LHUCA. If it is different than what LHUCA is wanting to project, it will show that LHUCA needs to find a way to better communicate its purpose. The following are actual responses.)*

- It seems a bit mysterious to me. I don't know exactly where it is located, or all the center does art-wise.
- It is positive. It is small but growing. The organization is improving. The facility is improving. Hopefully its presence will also grow.
- A fantastic collaboration!
- a place for the arts to come together; a creative storehouse for the arts community... not only for us to have a place to have an office, but a place to exhibit, inspire, show off the talent of the area.
- I really enjoy LHUCA's atmosphere of inclusion. By ensuring that all forms of artistic expression are a part of our community, LHUCA encourages and promotes the diversity of thought which exists within our community.
- I think of it chiefly as a sort of art gallery, and administrative center. Except for a couple of film showings, I have not attended any performance events there, and I tend to forget that performance events happen there. I do like the space a lot.
- Excited about the center. I hope that the center will involve itself in more community related efforts to enliven and broaden the whole scope of events.
- I am excited about the completion of the new building at LHUCA. It is much needed in Lubbock. I believe it will be a true asset to the arts in Lubbock. The events I have attended there I have enjoyed very much.
- It is difficult to find the entrance and the construction is bothersome but the space is nice and the environment is cozy.
- It's always been an invaluable resource in bringing together a diverse group of artists in one place so that the community of Lubbock can see what great art is being made in and around town.
- It is a well kept secret
- Arts for the masses
- A "user-friendly" venue.
- Rising in importance in the community.
- I think is a great place for the arts in general and it would be even more beneficial to artists if they had more workshops for artists (like Creative Capital Professional Development Workshops)

## Appendix VIII: Electronic Market Research Survey

- A on going and growing place
- a place where some small community organizations have office space. Someday a real theatre space.
- Super cool, thank you for what you are doing for Lubbock.
- A great art entity. Needs to be the "leader" of the arts in this community.
- great
- I like it's a place for artist to perform or display their goods/art.
- Great energy. Good focus and vision.
- Cornerstone of a coming Arts District
- I think of LHUCA as a place where local artists and local arts groups can find a place to exhibit art work and I am excited about the opening of the theatre. I think its primary role should continue to be as a place that is an incubator for the visual arts and organizations such as the Lubbock Film Society. I am glad it offers a place for arts organizations to have office space. I would wish that eventually the Lubbock Arts Alliance would become a part of the organizations at the Center. I applaud the board for standing firm with its statement that the City should not close the Buddy Holly Art Gallery and hope that all of its board members will continue to reflect that position.
- Wonderful addition to the arts landscape in Lubbock.
- There seems to be a sincere attempt to bring high quality fine arts to the Center. I've fully enjoyed the unique exhibits that I've visited there, and have learned of the work of artists who previously had been unknown to me.
- Very exciting venue for lubbock....growing stong. still young and creating identity.
- I feel that this is a great avenue to increased involvement and awareness of the arts and cultural events in and around Lubbock,I look forward to a time when I can be more involved with LHUCA.
- I've been added to the list since attending the art show at the civic center, but don't know much about LHUCA.
- It will be outstanding when completed and fully developed.
- A blossoming, long overdue asset to this region.
- awesome
- one of many wonderful art venues in Lubbock

## Appendix VIII: Electronic Market Research Survey

•If question "5" is an indication, there seems to be an unusual categorization of arts activities, e.g., the choices for visual arts are film, photography, painting and sculpture...that leaves out a lot. The performing arts do not get categorized in parallel ways...hmmm. It will present a certain tendency and perhaps of too reliable results but...my perception of LHUCA is that it is a young organization that is trying to be everything in the arts to everybody. This will be a difficult path to fulfill because there is a relationship between the quality of the product and its reception and perception. As of the present, the quality has been lacking. I am patient, however, because the campaign and reality of constructing new spaces must have an impact on the small staff. I am very hopeful that as the expansion phase declines, the quality of the art (performing and static) will rise.

•An institution where arts organization can pay rent to office. Hosts Exhibits, and educational outreach programming.

•Great idea ..keep on going ...

•I am thrilled to see that it is here and look forward to visiting it soon!

•good progress and ambitions

## Appendix VIII: Electronic Market Research Survey

How many times in the past year have you attended the following events: (Never, Once, Twice, Three Times, 4 or More.)

- Día de los muertos
- First Friday Art Trail
- Gala
- Members Party
- Music Events
- Rough Cut Film Series
- Saturday Night Cinema
- Workshops

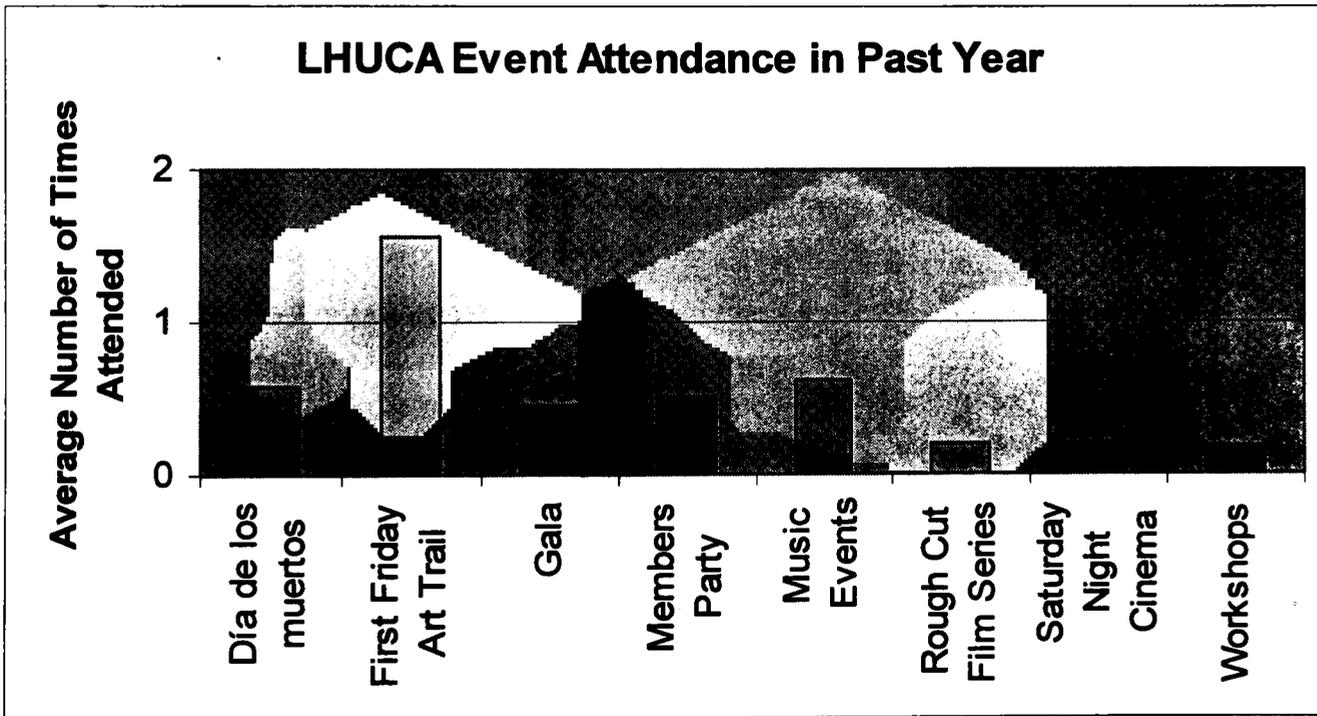
	Never	Once	Twice	Three Times	Four or More Times
Día de los muertos	59%	41%	n/a	n/a	n/a
First Friday Art Trail	35%	21%	16%	10%	18%
Gala	61%	39%	n/a	n/a	n/a
Members Party	68%	32%	n/a	n/a	n/a
Music Events	67%	16%	11%	2%	4%
Rough Cut Film Series	87%	9%	2%	2%	0%
Saturday Night Cinema	86%	7%	7%	0%	0%
Workshops	86%	12%	0%	2%	0%

*(This can determine what events have brought in more people.)*

## Appendix VIII: Electronic Market Research Survey

How many times in the past year have you attended the following events: (Never, Once, Twice, Three Times, 4 or More.)

- Día de los muertos
- First Friday Art Trail
- Gala
- Members Party
- Music Events
- Rough Cut Film Series
- Saturday Night Cinema
- Workshops



*(This can determine what events have brought in more people.)*

## Appendix VIII: Electronic Market Research Survey

If you have attended an event at the Icehouse, please share your comments:

*(This will give insight as to how people perceive the Icehouse facility. There could be something major that LHUCA is not seeing, but could also be something small that could improve the facility. The following are actual responses)*

•While the facility is somewhat barren, it's value as a viable outlet for our smaller performing groups is unparalleled.

•I've attended just about all of the art trail events. The space is great for showing art. I'm a member of the film society, but I have not attended as many of the film events as I expected to. Frankly, and I realize that I'm probably atypical in this respect, I'm a pretty early-to-bed, early-to-rise sort of guy, and when a movie double bill doesn't begin until 8 p.m., I know I won't be able to make it through much of the evening, much as I'd like to. I wish that some of the film events began a little earlier (even an hour earlier would probably make a difference to me), or were sometimes scheduled as weekend afternoon or early-evening events. I notice that this survey mentions "music events." I wasn't aware of any music events at the Underwood center, and I go to a LOT of music around town (all sorts, classical, country, pop-rock). I'd like to be more aware of music events at the center.

•is the Icehouse even operational?

•Needs some work.

•It'll make a grea[t] Black Box theater.

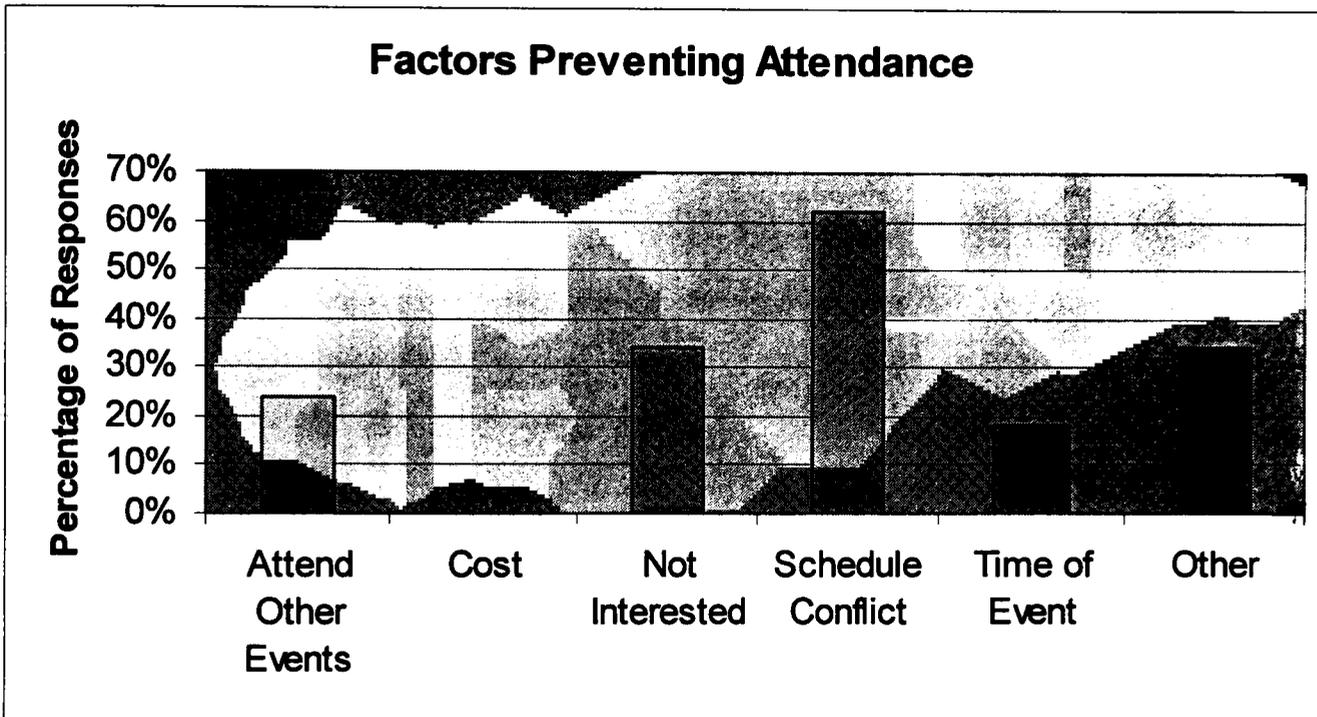
•No, what is it?

•The Icehouse is a very suitable space for a variety of activities because of its flexibility, although sound fidelity is not one of its assets. I appreciate its bare bones appearance and accessibility. I have been to films and poetry readings at the icehouse and I am always more interested in the art than the building...that I consider a plus for the Icehouse. I would think about audience comfort, specifically better quality chairs. This also may be a longevity issue.

## Appendix VIII: Electronic Market Research Survey

What factors prevent you from attending more events at LHUCA?

- Choose to Attend Event Somewhere Else
- Cost of Event
- Not Interested in Event
- Schedule Conflict
- Time of Event
- Other



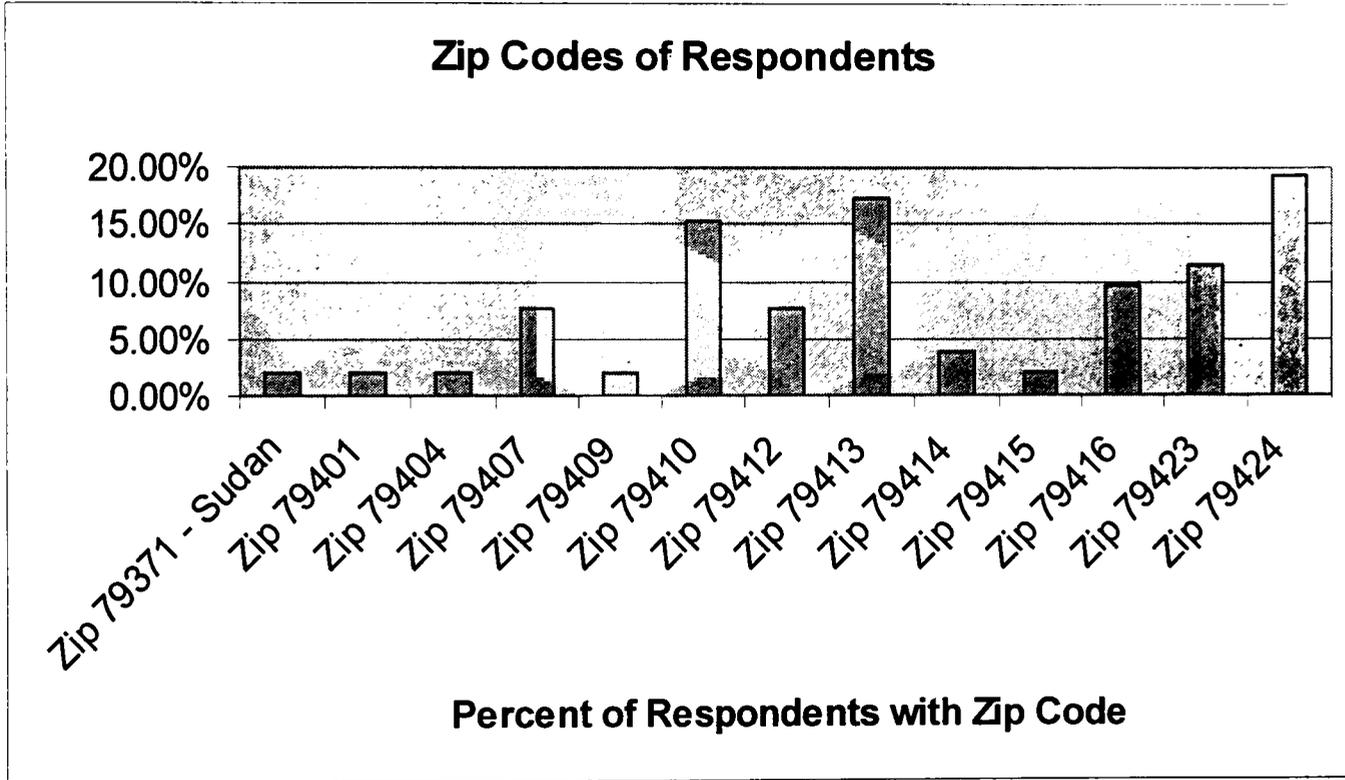
**Actual responses for "Other"**

- |   |   |
|---|---|
| new in town and a bit shy               | out of town often                           |
| child care issues                       | I live an hour out of town                  |
| unaware of events                       | no particular reason                        |
| don't know enough in advance to plan it | have interest but have not yet gotten to it |
| hectic personal/school schedule         | I do not schedule appropriately.            |
| None                                    | expectation of quality is low               |
| Not aware of the event                  | other commitments to family                 |
| family conflicts                        | busy schedule                               |
| Didn't know about it until recently.    |   |

*(This will determine reasons people are not attending more events at LHUCA.)*

## Appendix VIII: Electronic Market Research Survey

What is your zip code?



*(This will provide information on where the people are that are taking the survey. It can also be used to show the areas of town that had the most people complete it, such as 79413 and 79424. Due to the audience of the survey, there are not many people from out of town. This does not mean that LHUCA does not have out-of-town guests, but it shows that those taking the survey were mainly from the Lubbock area. Of those taking the survey in Lubbock, the 5 zip codes with the most responses are also the zip codes with the highest levels of income in Lubbock)*

## Appendix IX: Possible Questions for Future Business Market Research

What do you look for in a facility when you need to host an event?

- Ability to seat all attendees
- Quiet Environment
- Technology such as projector, computer, audio equipment, etc.
- Hotel rooms in same building
- Unique Atmosphere
- Food Services Available
- Alcohol Can Be Purchased
- Other (Explain: \_\_\_\_\_)

*(This will provide information needed to determine what people desire in a meeting place. It also gives insight into possible people to contact to rent the facility if the person surveyed is known.)*

What is important to you when you have your art work on exhibit?

- Well publicized
- Freedom to design layout
- Opening night reception
- Ability to Sell the Art
- Other (Explain: \_\_\_\_\_)

*(This will provide information as to what artists would like to see happen when they display their work.)*

## Appendix X: USPs

### What is unique about LHUCA?

- \*\*Celebrates and encourages all of the arts.
- Numerous galleries to showcase regional art of all kinds and at every level (high school to professional).
- Centrally located and easily accessible.
- First Friday Art Trail.
- Provide inexpensive space to arts and cultural organizations.
- Only privately-supported public arts facility in Lubbock.
- Created through collaborative, grass-roots effort of artists and patrons.
- Spaces for arts programming specifically created for arts activities.
- Promotes understanding of the relationship between all of the arts.
- Practices and advocates creative thinking in its programs, relationships, and environment.
- Illuminates the abundance and importance of arts on the South Plains.
- Dedicated to being the foremost community center for contemporary art on the South Plains.
- “Industrial Décor” space.
- Downtown location in the “Arts District.”
- Support of arts non-profits, giving them a place to start, then go out on their own if they outgrow the facilities.
- Growing campus that focuses on “arts with an s.”
- Upcoming education programs that will take art out to community as well as use facilities to augment what schools are doing to provide new ways to communicate and problem solve.
- Comprehensive arts education opportunities that will increase the individual artistic skills of those who participate.
- Continuously growing.
- One building/campus to have the arts in one location.
- Services provided to help artists and organizations improve.
- Arts organizations in one location so they can interact with and help each other.
- Workshops.
- Unique rental space for not only arts organizations, but also businesses and others needing meeting space.

## Appendix X: USPs

### What factors or traits are most important?

- Multi-discipline, arts specific space.
- Grass roots created and grass roots funded.
- Low costs for arts and cultural groups.
- Encourage participation in the arts.
- Serve as a community thought leader and resource to enliven and inform life on the South Plains.
- Affordable.
- Space for all arts and cultural groups.
- Privately funded – not city owned and managed.
- Opportunities for artists at every level.
- Education opportunities that build artists.
- Education opportunities for budding non-profits to get off of the ground.
- Every art medium is welcomed.
- Numerous galleries.
- One building/campus to have the arts in one location.
- Convenient location.
- Services provided to help artists and organizations improve.

## Appendix X: USPs

Which factors are not easily imitated by competitors?

- Ability to provide low-cost space to other arts and cultural organizations.
- Proximity is conducive to collaborative programming by arts and cultural organizations.
- Concurrent programming piggybacks audiences for greater attendance numbers.
- Downtown location.
- Affordable.
- Space for all arts and cultural groups.
- Programs that address arts education crisis in the schools.
- Every art medium.
- One building/campus to have the arts in one location.
- Numerous galleries.

What factors can be easily communicated and understood by consumers?

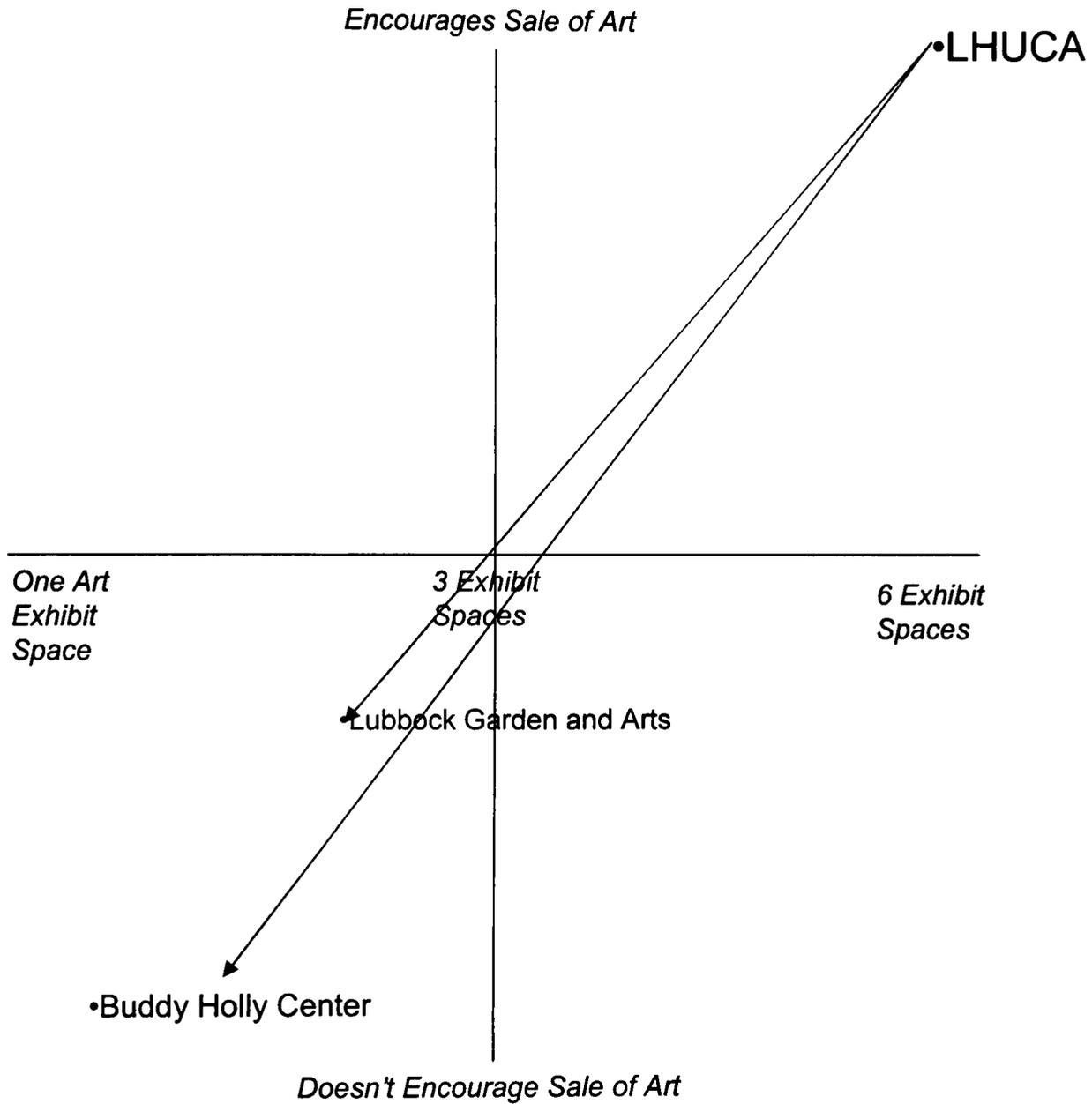
- Central location for the arts.
- Downtown location.
- Affordable
- All arts and cultural groups welcome.

## Appendix X: USPs

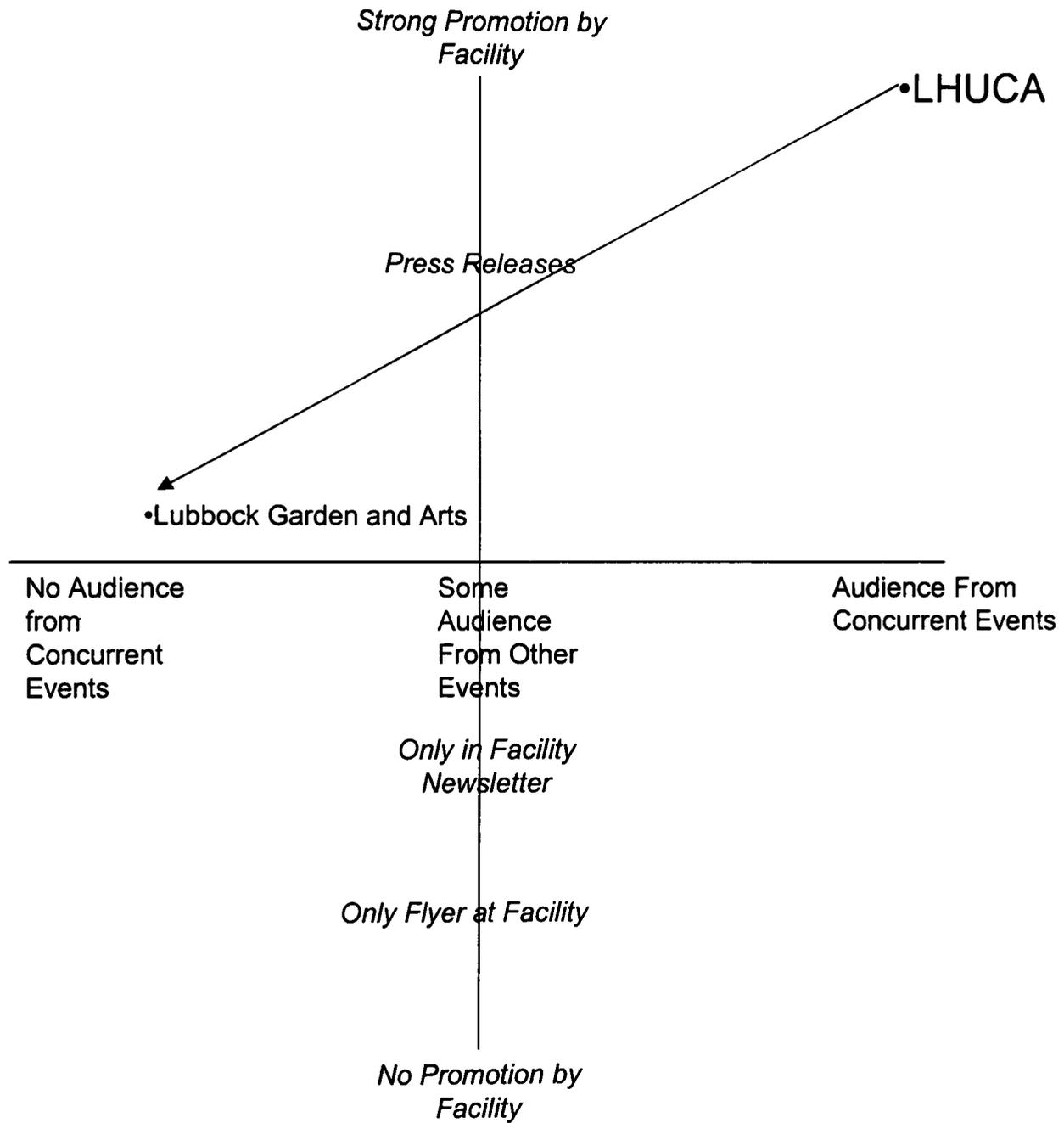
### Memorable Messages:

- We bring the arts together!
- In the heart of Lubbock – the arts!
- All of the arts – in one place.
- Where the arts live and breath.
- At the center of Lubbock; at the center of the Arts.
- Arts for All.
- Arts for the South Plains.
- Imagination Station.
- Arts for the ages.
- Art for everyone.
- Colors your world.
- Lubbock’s home for art.
- All the arts enjoyed by all.
- Enjoy the arts. Enjoy them all.
- All the arts for everyone.
- Enjoy all the arts.
- Every type of art for every type of person.
- There’s no place like home for the arts.
- Every type of art enjoyed by every type of person.
- Culture yourself. Enjoy the arts.
- More than you were expecting.
- More art than you know what to do with.
- Get cultured. Enjoy the arts.
- Expect the best.
- More than you can imagine.
- Art: There’s more than what meets the eye.
- All of the arts. One location.
- Experience the arts, all of them.
- Expand your horizons. Experience the arts.
- Experience the arts. Expand your horizons.
- More than you can imagine.
- One location. All the arts.
- All the arts. One location. Endless possibilities.
- ARTS: Imagination fulfilled.
- All the arts. More than you can imagine.

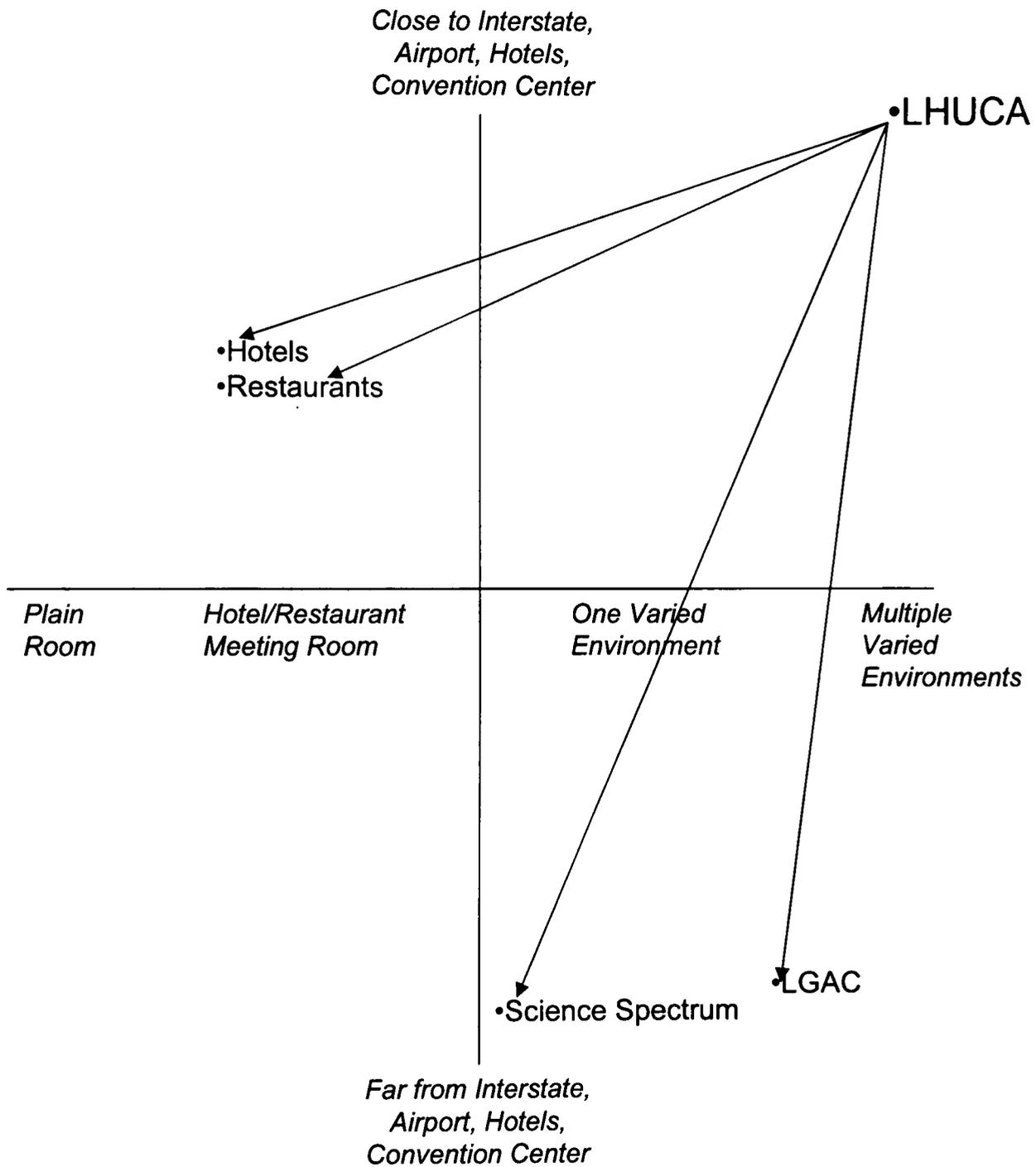
## Appendix XI: Positioning Maps Artist Market



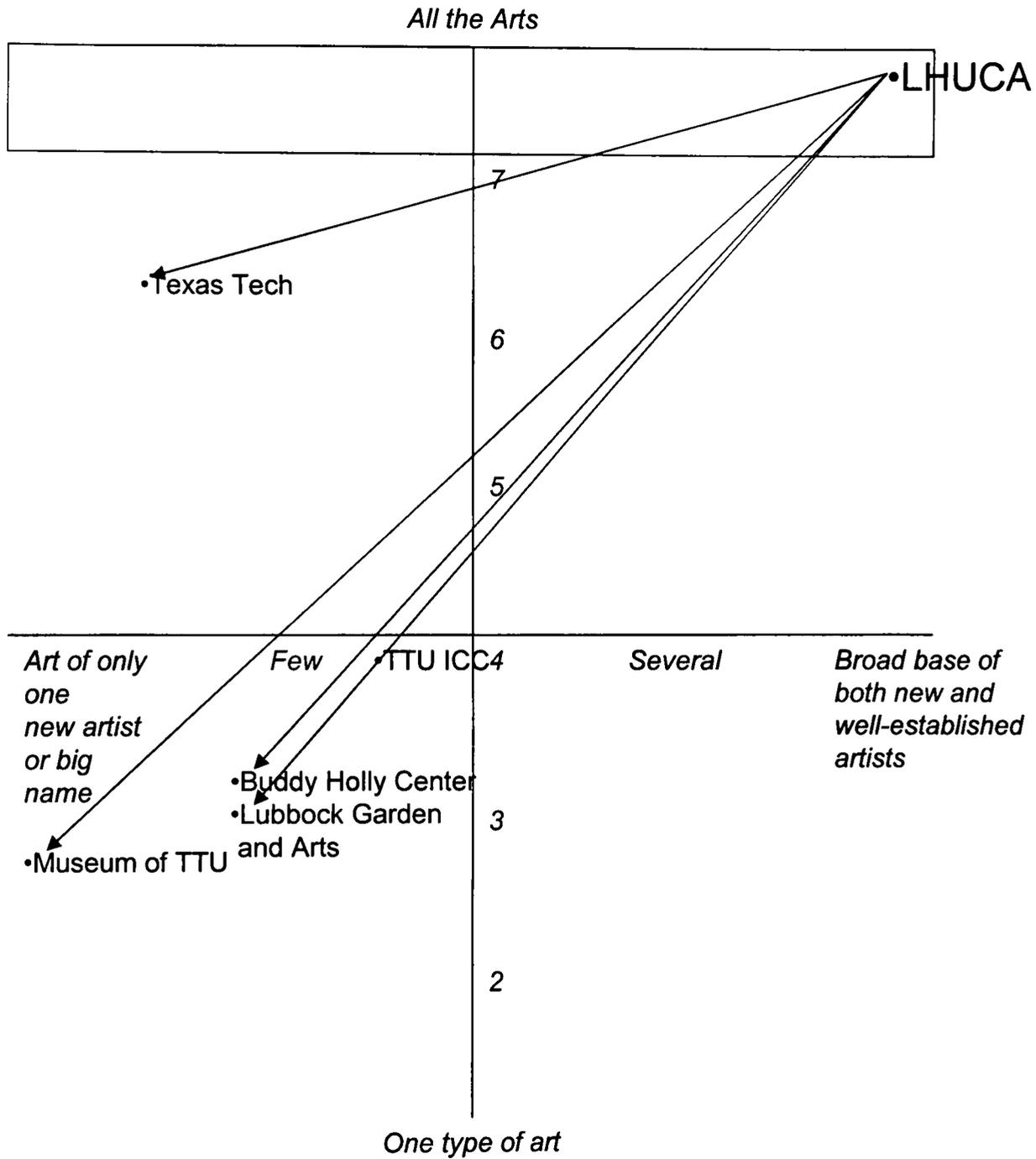
## Appendix XI: Positioning Maps Organization Meeting/Rental Space Market



## Appendix XI: Positioning Maps Non-arts-related Space Rental Market

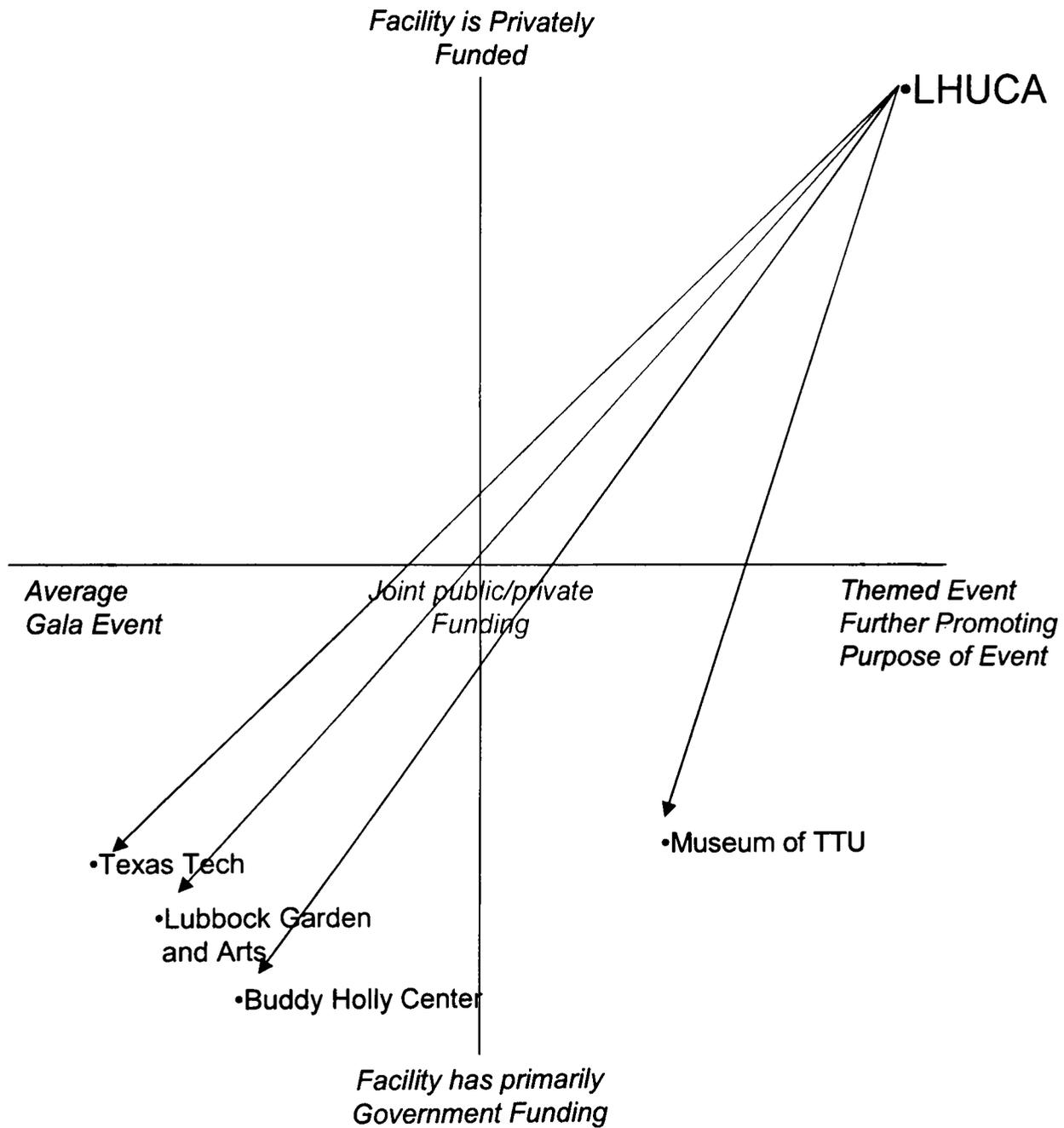


Appendix XI: Positioning Maps  
Consumer Art Market

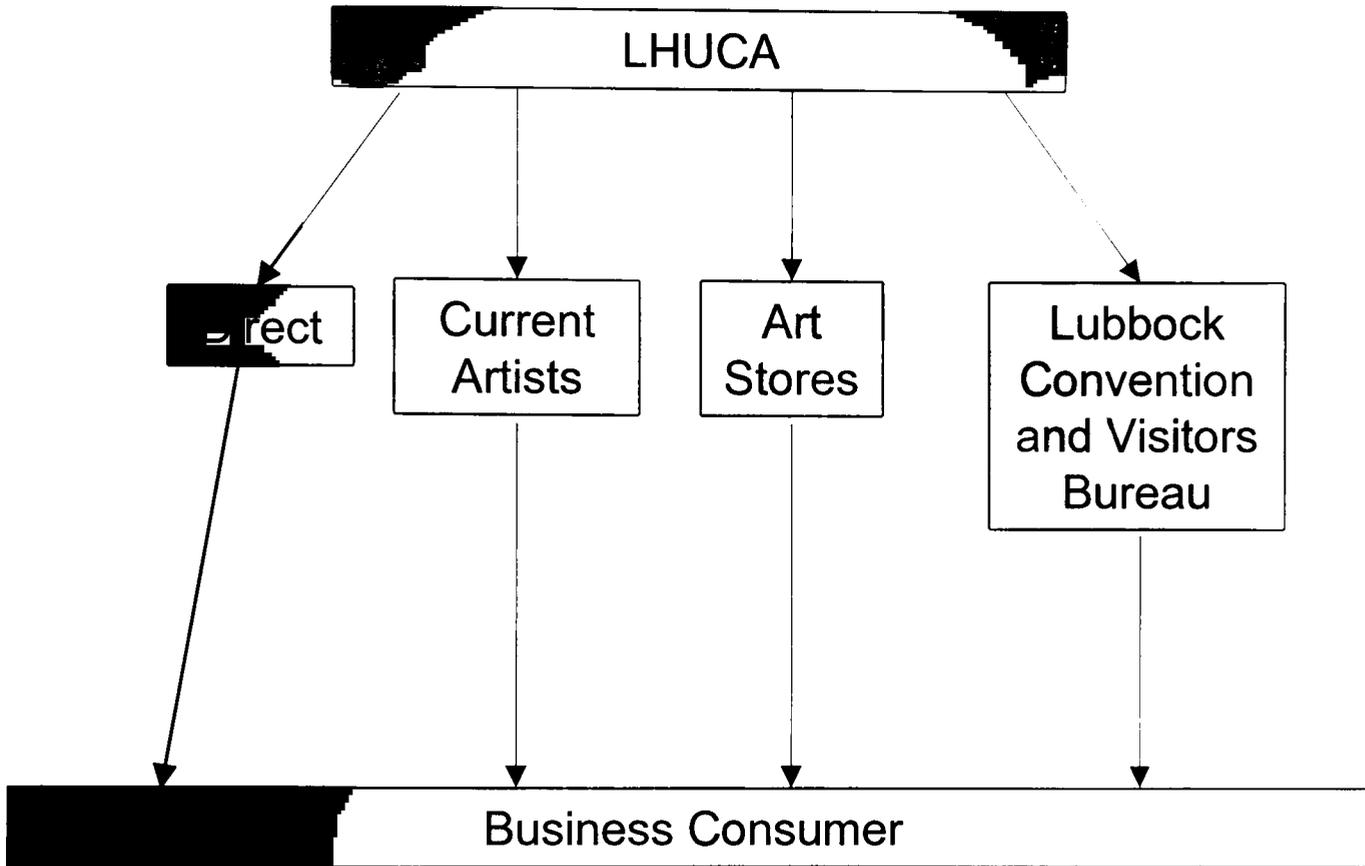


Types of art include: Dance, Film, Literature, Music, Painting, Photography, Sculpture, Theatre

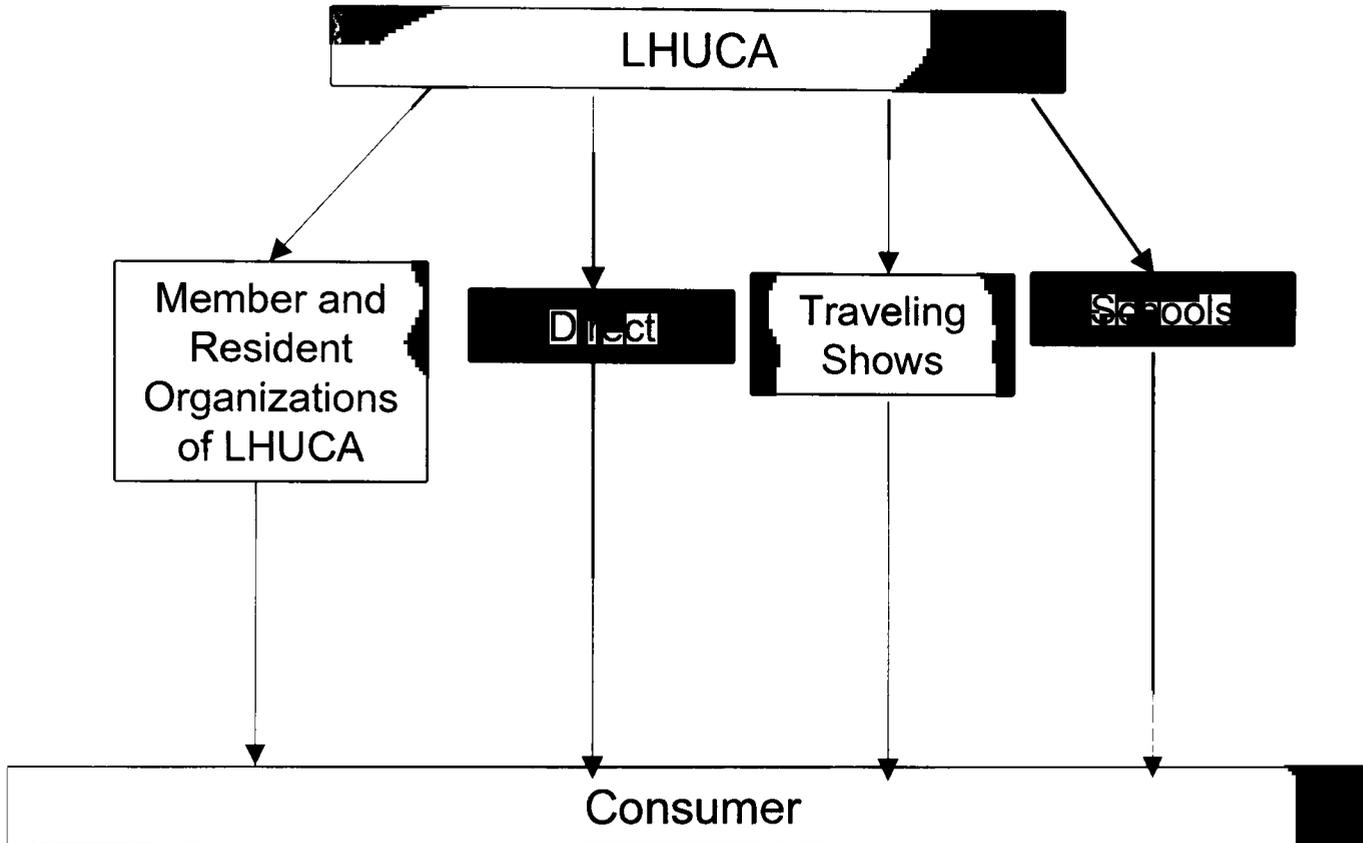
## Appendix XI: Positioning Maps Consumer Gala Market



### Appendix XII: Business Market Channels of Distribution



Appendix XIII: Consumer Art Market Channels of Distribution



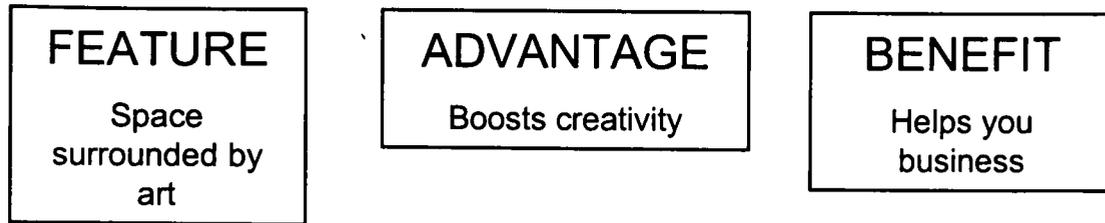
Appendix XIV: Roles and Expectations of Lubbock CVB

	<b>LHUCA Expects of Lubbock CVB</b>	<b>Lubbock CVB Expects of LHUCA</b>
<b>Function</b>	<ul style="list-style-type: none"> <li>•Tell those interested in coming to Lubbock about the possibility to host event/meeting/reception at LHUCA</li> <li>•Include link to website under both "Other meeting places" and "Entertainment"</li> </ul>	<ul style="list-style-type: none"> <li>•Inform CVB about how many hotels were purchased for events not set up by CVB</li> <li>•Include link on website to CVB's website</li> </ul>
<b>Price</b>	<ul style="list-style-type: none"> <li>•CVB will not charge business extra for setting up event at LHUCA</li> </ul>	<ul style="list-style-type: none"> <li>•LHUCA pays percentage of rental fees to CVB for meetings they set up</li> </ul>
<b>Promotion</b>	<ul style="list-style-type: none"> <li>•CVB tells people about the facility when they are looking for a place to hold a meeting/event</li> </ul>	<ul style="list-style-type: none"> <li>•At event, CVB logo is visible and an acknowledgement is made to them</li> </ul>

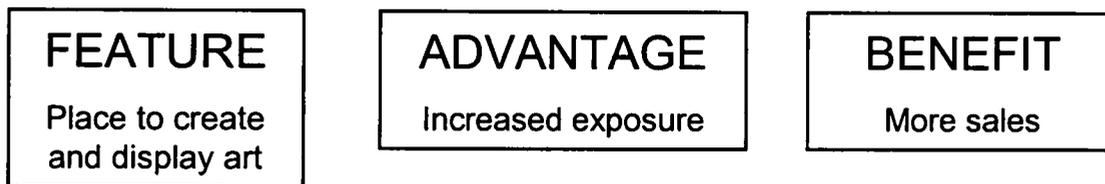
## Appendix XV: Roles and Expectations of Artists and Arts Organizations

	<b>LHUCA Expects of Artists and Organizations</b>	<b>Artists and Organizations Expect of LHUCA</b>
<b>Function</b>	<ul style="list-style-type: none"> <li>•Provide art work for display</li> <li>•Recognition at the event to LHUCA for providing space and helping organization and art community as a whole</li> </ul>	<ul style="list-style-type: none"> <li>•Have a place to display the art at a time where people can come</li> <li>•Help to set up concurrent event to increase exposure and build the audience</li> </ul>
<b>Price</b>	<ul style="list-style-type: none"> <li>•Artist will not charge LHUCA to host their work</li> <li>•Artist will have price sheet for work or contact information to give out about purchasing the art</li> <li>•LHUCA will take a % commission on art sold</li> <li>•Organization sets price for entry to classes and workshops</li> </ul>	<ul style="list-style-type: none"> <li>•LHUCA keeps rates low for events that require rental</li> <li>•LHUCA does not charge an entrance fee</li> </ul>
<b>Promotion</b>	<ul style="list-style-type: none"> <li>•Promote the event to friends and organization members</li> <li>•Create advertisements for the event including LHUCA name and logo</li> </ul>	<ul style="list-style-type: none"> <li>•Promote the event to members and others that come to LHUCA and the website</li> <li>•Pay a percentage for advertisements that actively promote LHUCA</li> </ul>

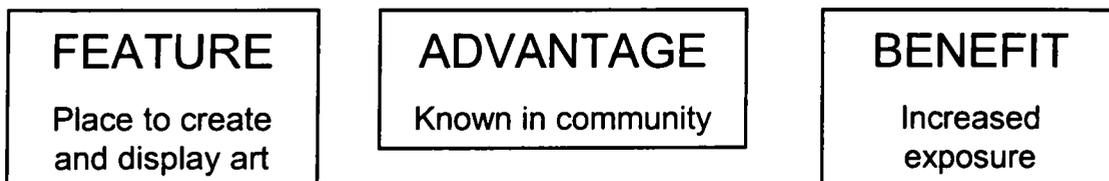
Appendix XVI: Business Market Features, Advantages, Benefits



**Business Meeting Space: *Surround yourself in the art, watch the creativity flow, watch your business grow.***



**Artists: *THE location for you to (create, exhibit, display, perform) your art and share it with an eager audience.***



**Arts Organizations: *(Perform, Display) your organization's work to the South Plains and beyond.***

Appendix XVII: – Consumer Market Features, Advantages, Benefits

<b>FEATURE</b> All of the arts in one location	<b>ADVANTAGE</b> You know where to go if you want art	<b>BENEFIT</b> You become one with the art
--	---	--

**Art: *All the arts. One location. Endless possibilities.***

<b>FEATURE</b> Not an average gala You support LHUCA	<b>ADVANTAGE</b> Escape from the everyday See your money at work	<b>BENEFIT</b> You have a true impact on the community
--	--	---

**Gala: *Spend the evening on the set and escape the everyday.***

Appendix XVIII: IMC Strategy

ITEM	VEHICLE(S)	OBJECTIVE(S)
<b>Advertising</b>	<ul style="list-style-type: none"> <li>•Lubbock Map</li> <li>•TV and Radio Commercials/PSA</li> <li>•Magazines</li> <li>•Billboard</li> <li>•Yellow Pages</li> <li>•Citibus</li> </ul>	<ul style="list-style-type: none"> <li>•Bring out-of-town visitors to LHUCA</li> <li>•Increase name recognition</li> <li>•Communicate programs and opportunities</li> <li>•Bring people to Lubbock and LHUCA for big events such as film festival</li> <li>•Billboard to attract people driving through Lubbock to stop for a break</li> <li>•Advertise for meeting space and/or arts center or museum</li> <li>•Advertise facilities on TTU bus routes</li> </ul>
<b>Customer Surveys</b>	<ul style="list-style-type: none"> <li>•Conduct an annual survey</li> </ul>	<ul style="list-style-type: none"> <li>•Determine how LHUCA is meeting demands</li> <li>•See feasibilities of new programs</li> <li>•Determine where customers live</li> <li>•Use after someone rents the facility to measure satisfaction</li> </ul>
<b>Direct Mail</b>	<ul style="list-style-type: none"> <li>•Send to specified areas of town for gala</li> <li>•Send to artists and arts organizations</li> <li>•Send to former and potential renters</li> <li>•Send to members</li> <li>•Slips in LP&amp;L bills</li> </ul>	<ul style="list-style-type: none"> <li>•Will promote event to those that are in areas of town with high disposable income</li> <li>•Communicate the possibilities arts and organizations have LHUCA</li> <li>•Send out, for example, around Christmas, when people might be looking for a place to host an event.</li> <li>•When sending letter about membership renewal, only list current price and level and then levels and benefits at the levels above where the member is currently. Thank them for their continued support and have call-to-action urging them to visit LHUCA.</li> <li>•Use for large events to promote the event. This was done with 4<sup>th</sup> on Broadway.</li> <li>•Only costs are printing and delivering to LP&amp;L</li> <li>•Cannot be used if used competitively</li> </ul>

Appendix XVIII: IMC Strategy

ITEM	VEHICLE(S)	OBJECTIVE(S)
<b>Literature</b>	<ul style="list-style-type: none"> <li>•Quarterly or semi-annual newsletter</li> <li>•Rental information to go to CVB</li> <li>•Brochure for artists and organizations</li> <li>•Brochure for art supporters</li> </ul>	<ul style="list-style-type: none"> <li>•Newsletter to have enduring involvement with LHUCA. Recommend a possible print newsletter because 60% of people on email list don't open email.</li> <li>•Rental info goes to CVB along with customer brochure to show what LHUCA has to offer for out-of-towners</li> <li>•Brochure for artists and organizations to communicate the programs and facilities available to them, also about how they can sell their art.</li> <li>•Brochure for art supporters to show what types of events LHUCA has, programs, etc.</li> </ul>
<b>Promotion</b>	<ul style="list-style-type: none"> <li>•Pens with LHUCA logo, website, and slogan</li> <li>•Co-sponsor Arts Festival</li> </ul>	<ul style="list-style-type: none"> <li>•Hand out pens to board for them to give to people. Give pens to visitors to LHUCA.</li> <li>•Arts Festival attracts people from out of town, so could use sponsorship to communicate that arts events are always occurring in Lubbock at LHUCA.</li> <li>•Arts Festival also attracts people from Lubbock, so could show them that they can always find art events at LHUCA.</li> </ul>
<b>Articles (Feature stories of half page or longer)</b>	<ul style="list-style-type: none"> <li>•Business Development article</li> <li>•Feature story in Texas Highways</li> </ul>	<ul style="list-style-type: none"> <li>•This will get LHUCA into different sections of the newspaper instead of just the "Around Town" section.</li> <li>•Read by people looking for places to travel in the state.</li> </ul>

Appendix XVIII: IMC Strategy

ITEM	VEHICLE(S)	OBJECTIVE(S)
<b>Press Releases</b>	•Press Release	<ul style="list-style-type: none"> <li>•Show importance of the arts</li> <li>•Art appreciation</li> <li>•Explain a type of art form in conjunction with an event</li> <li>•Texas Travel Guide</li> </ul>
<b>Events</b>	•At LHUCA	<ul style="list-style-type: none"> <li>•Promotes the art forms and gets people involved</li> <li>•Have groups help host a summer camp</li> </ul>
<b>Telemarketing</b>	•Phone	<ul style="list-style-type: none"> <li>•This will be to call sponsors and big donators of past galas. Thank them for their support last year and tell them of great things happening in the next year.</li> <li>•Call members after they join thanking them for their support.</li> <li>•Call business meeting renters after they rent and thank them for choosing LHUCA. Tell them to make sure to remember LHUCA for all future meeting needs.</li> </ul>

Appendix XVIII: IMC Strategy

ITEM	VEHICLE(S)	OBJECTIVE(S)
<p><b>World Wide Web</b></p>	<ul style="list-style-type: none"> <li>•Videos</li> <li>•Pictures</li>   <li>•Online Art Sales</li>   <li>•Online Membership Application</li>   <li>•Activities for Children</li>   <li>•Calendar</li> <li>•Ticket Sales</li> </ul>	<ul style="list-style-type: none"> <li>•The videos and pictures on the website will be to show the web visitors what the events at LHUCA look like. This will get them more involved while on the website. Make sure to have new videos so people will come back to the website.</li>   <li>•This will be a benefit to both the artists who are members and to LHUCA. The artists will have another place to sell their art and LHUCA will get commission on it. If there is a link to the artists website and they have art for sale, must make sure that LHUCA gets commission.</li>   <li>•This will make it easier for people to pay their annual membership and also make it easier for others who are not members but are interested in becoming one.</li>   <li>•This can be either interactive material on the website or it could be something that the website recommends such as a monthly art education program.</li>   <li>•The calendar should always be up to date so people can find information about what is happening at LHUCA. For events with tickets, make sure "Buy Tickets Here" link is present.</li>   <li>•Must provide detailed information for events while at the same time being user friendly.</li>   <li>•Should be easy and quick to update.</li> </ul>

Appendix XVIII: IMC Strategy  
Places to Send Information

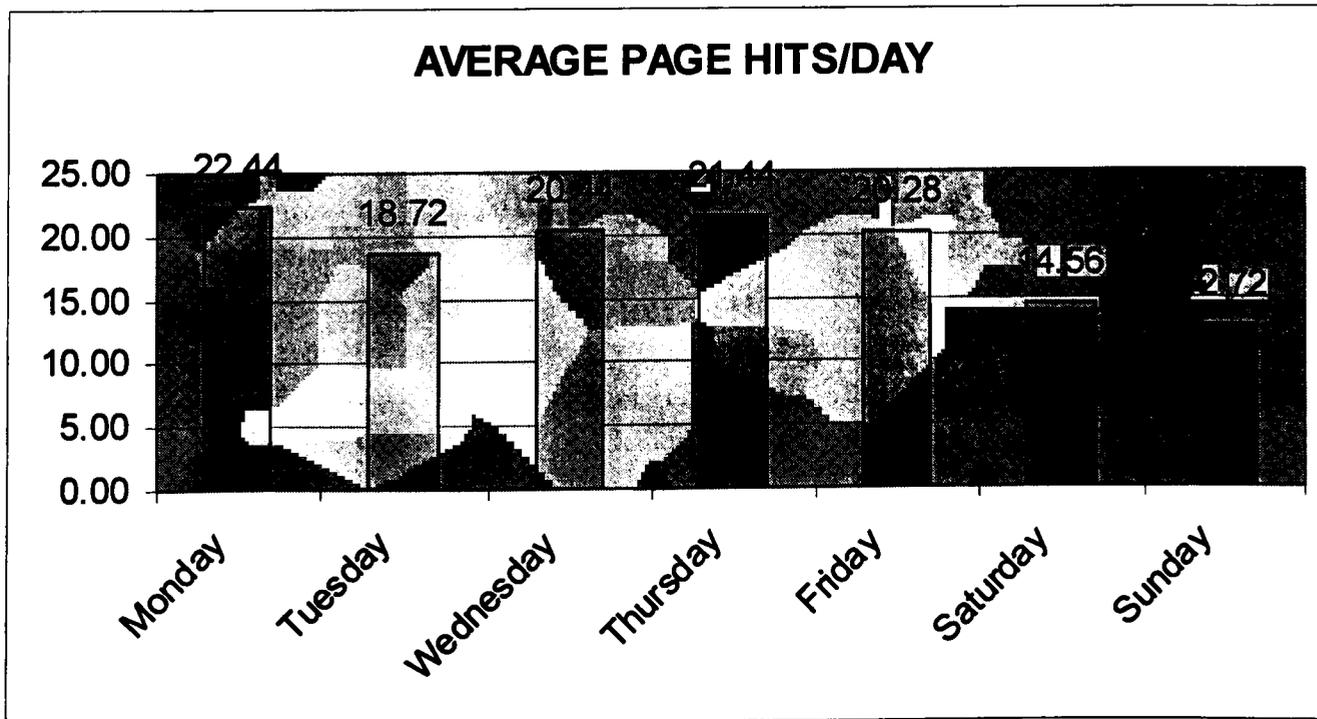
Organization	Contact Person	Deadline for Submission	Notes
calendarlubbock.com		Post more than two days before event	<ul style="list-style-type: none"> <li>•Can complete online form</li> <li>•Can fax media release to 603-698-5917</li> </ul>
kcbd.com			<ul style="list-style-type: none"> <li>•Username: lwhitebread@lubbockartscenter.org</li> <li>•Password: tony</li> </ul>
kamc28.com			<ul style="list-style-type: none"> <li>•Add events using online form</li> </ul>
klbk.com			<ul style="list-style-type: none"> <li>•Add events using online form</li> </ul>
lubbockfunclub.com	sandy@lubbockfunclub.com	Send out monthly update	<ul style="list-style-type: none"> <li>•Put Art Trail and other big events as "Featured Event"</li> <li>•Ask to be under "Attractions" on the "Family Fun" page.</li> <li>•Listing on "Things to See and Do."</li> </ul>

Appendix XVIII: IMC Strategy  
Places to Send Information

Organization	Contact Person	Deadline for Submission	Notes
lubbockhospitality.net			•Get listed under "Arts Centers" and also "Attractions"
http://www.arts.state.tx.us/caltca/submit2.cfm			•Complete online form
texashighways.com		3 months before event	
techannounce.ttu.edu			•Do monthly or weekly. Must have something to do with an organization at Tech.
Festivalsandevents.com			
texasmonthly.com/textalk/submit			
visitlubbock.org			•tscanio@theunderwoodcenter.org •Password: sevilla
Buffalo Gap			
Lubbock Chamber of Commerce			•Will reach numerous businesses in Lubbock

Appendix XVIII: IMC Strategy  
Places to Send Information

Organization	Notes
<b>Topica emails</b>	•Because LHUCA can't track how many days it takes before a recipient opens the email, information from website activity found in the chart below can be used. It is recommended that the emails be sent out either on Monday (day with most activity) or Wednesday (two days before weekend events.) Send out one email on this day to cover events occurring during the week. More than one email a week is discouraged because it can lead to people deleting the email before ever opening it.
<b>Radio</b>	•Submit weekly calendar of events
<b>Newspapers</b>	•Lubbock •Amarillo •Midland/Odessa •Roswell
<b>TV</b>	•Lubbock •Amarillo •Midland/Odessa •Roswell



Appendix XIX: Advertising Publications

Type of Event Good For	Publication Name	Circulation Info	Cost
Día de los muertos Ballet Folklorico	El Editor – eleditor.com	•250,000 in West Texas •10,00 printed in Lubbock every Thursday	(806) 763-3841
	The Hispano Weekly	•Lubbock, Levelland, Brownfield, Littlefield, Plainview, Midland, Amarillo	(806) 741-8080
Music	Texas Outpost – texasoutpost.com	•Carries selection of releases by Texas artists.	(806) 795-1880
	Texas Music Magazine	•Statewide publication. Recommended only for large music event.	(512) 707-1771
Film	Film Maker Magazine		From \$150 for 1" B&W business card to \$2350 full page

Appendix XIX: Advertising Publications

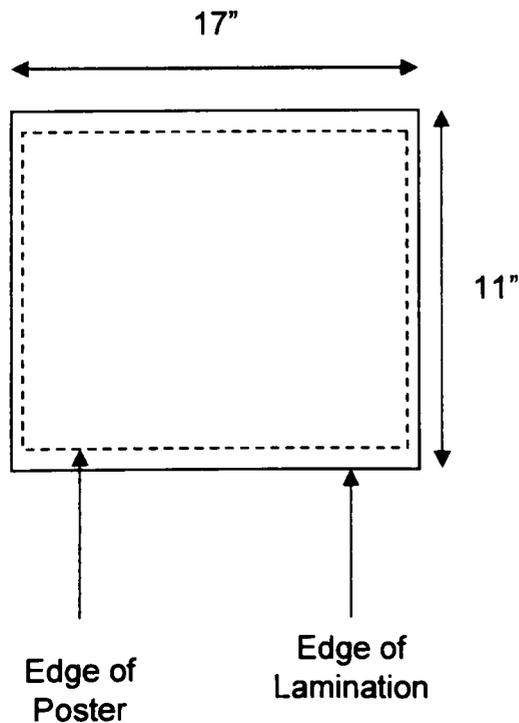
Type of Event Good For	Publication Name	Circulation Info	Cost
General	Lubbock Illustrated lubbockillustrated.com	<ul style="list-style-type: none"> <li>•Printed monthly</li> <li>•Distributed in hotels, restaurants, and other places for visitors</li> <li>•Art and culture related advertisers include LSO and Science Spectrum</li> <li>•3.25 readers per copy totaling 100,000 potential readers</li> </ul>	Prices range from \$426 for 1/6 page ad to \$1887 for full page
	Southwest Digest – southwestdigest.com	•Weekly publication serving black population of Lubbock county and surrounding areas	Contact Lubbock AJ
	The Daily Toreador – dailytoreador.com	•M-F during Fall and Spring on TTU Campus	
	Texas Highways – texashighways.com	<ul style="list-style-type: none"> <li>•Recommend for a big story once construction completed</li> <li>•Should be used for major events</li> </ul>	Prices range from \$1830 for 1/6 page to \$7120 full page
	TravelHost of Lubbock		

## Appendix XIX: Advertising Publications

### Citibus

Number of Posters (per bus)	TTU Only	With Fixed Route
2	\$150.00/month 90 posters total	\$187.50/month 140 posters total
4	\$280.00 170	\$350.00 270
6	\$390.00 250	\$585.00 400
8	\$480.00 330	\$600.00 530
10	\$550.00 410	\$687.50 660
12	\$600.00 490	\$750.00 790

- Minimum contract of one month.
- Billing done on monthly basis.
- Poster counts above include 10 extra posters.
- LHUCA responsible for production of all artwork and posters.
- All posters must be laminated.
- Ads may be rejected at discretion of Citibus General Manager.





# LHUCA

The Louise Hopkins UNDERWOOD  
Center for the ARTS

511 AVENUE K  
LUBBOCK, TEXAS 79401  
PHONE: 806.762.8606  
FAX: 806.762.8622

*we bring the  
arts together!*

## LHUCA - The Louise Hopkins Underwood Center for the Arts

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[History](#)

[News](#)

[Facilities](#)

[Services](#)

[Artists](#)

[Calendar](#)

[How to Find Us](#)

[Membership Info](#)

[People of LHUCA](#)



Located in historic downtown Lubbock, Texas, LHUCA is *the* home for arts on the South Plains. Any kind of art you can imagine is found on the ever-growing arts campus. Come explore the galleries, watch a play, screen a film, or sit back and enjoy the famous "Lubbock sound" at a music event.

More of the hands-on type? LHUCA and its resident organizations host a number of events, classes, and workshops throughout the year in all the different art forms.

No matter what your tastes, *LHUCA has something for you!*

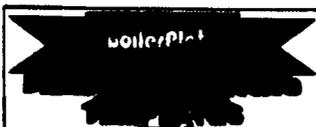


Appendix XX: New Website

LHUCA Marketing Plan

# Appendix XXI: Flatland Film Festival Ad

## Filmmaker Magazine – Winter 2005



Microsoft Excel for Windows and Macintosh

**INDUSTRY STANDARD MOTION PICTURE PRODUCTION ESTIMATION SOFTWARE**

Get the newest versions!  
**BoilerPlate for Windows XP**  
**BoilerPlate for Mac OS X**  
**ONLY \$99 (REG. \$149)**  
**DOWNLOAD IT INSTANTLY!**  
[www.boilerplate.net](http://www.boilerplate.net)

**MIRLE BEACH**  
 APRIL 26 TO 30, 2005  
 International **FILM FESTIVAL**

A TRULY INDEPENDENT FILM FESTIVAL IN  
 PC: 1000 N. ...  
 813 437 ...  
[www.mirlebeachfilmfestival.com](http://www.mirlebeachfilmfestival.com)



**FLATLAND FILM FESTIVAL**  
 The Underwood Center for the Arts  
 Lubbock, Texas  
 August 12-15, 2005  
[www.flatlandfilmfestival.com](http://www.flatlandfilmfestival.com)  
 (806) 762-8806

**TRENTON FILM FESTIVAL**

**CALL FOR ENTRIES**

The Trenton Film Festival asks filmmakers from around the world to submit films for the 2nd Trenton Film Festival, April 29-May 1, 2006, in New Jersey's capital city. Over fifty short films and seventeen feature films were screened last year. Win cash prizes and the prestigious "Ernie" I-Beam trophy. Filmmakers can submit via Videotape or by bring our self-submission form available at [www.TRENTONFILMFESTIVAL.org](http://www.TRENTONFILMFESTIVAL.org)

**ALL ENTRIES MUST BE POSTMARKED BY FEBRUARY 6, 2005**  
 Submission Fee: \$45 Feature, \$35 Short, \$25 Student (w/ID)  
 Submit form & check to: Trenton Film Festival  
 Submission, PO Box 234 W, Trenton, NJ 08607

**Categories include:**

Narrative Feature	Narrative Short
Documentary Feature	Documentary Short
Foreign Feature	Foreign Short
Experimental	Animation

More info: [www.TrentonFilmFestival.org](http://www.TrentonFilmFestival.org) or 609-976-4066

occasion.  
 Ron Merk has sued all three networks for unauthorized use of work he controls, and won. He is proud of his ability to control material he owns and outraged at the thought that networks can invoke fair use claims and excerpt his material. Nonetheless, even he makes exceptions for cases where he sees that no profit is being made.

A rarity is Pam Yates of Skylight Pictures, who has a boilerplate clause in contracts licensing footage from Skylight Pictures (Licensor):

"14. RECIPROCAL ACCESS Licensee represents and warrants that, in consideration for Licensor's performance under this Agreement, Licensee will cooperate with Licensor in the production of Licensor's other television programs and projects and provide Licensor with film footage in the future at Licensor's request under similar terms and conditions as those set forth hereunder."

The memory of a previous era of filmmaking — one that made D.A. Pennebaker's free use of musical quotes in *Don't Look Back* and Kartemquin Films's use of historical imagery in *The Last Fullman Car* possible — is passing, and new filmmakers understand the current situation as normal.

Working filmmakers by and large "know" that "fair use" is not a tool they can use. Those who are most familiar with the law are also aware that it is ultimately the gatekeepers and insurers who will decide whether they can use "fair use," and that those entities, being risk-averse, regularly reject the claim. Gatekeepers usually can achieve their goal (e.g. a broadcast that engages an audience) without taking higher risks of legal liability. In sharp contrast, filmmakers talk about the loss to a society's memory, to the historical record, to creative quality.

Because "fair use" is gray, it comes down to who has more money to spend on lawyers' and who can fight it longer in the courtroom, said Sam Green. "Might makes right."

"I haven't used 'fair use' in the last ten years, because from the point of view of any broadcast or cable network, there is no such thing as 'fair use,'" said Jeffrey Tuchman. "I'm not speaking here of news networks. Every headline I use, even historical headline, even without news photographs, even without the masthead, every magazine cover, I have to get the rights to. Is that true of every one of my colleagues? I know that some people play fast and loose, but it's

likely to come back and bite you, maybe because somebody is going to sue you, maybe because your rights bible is incomplete. Everyone is fearful of rights issues on every level."

"Fair use" is a defense," said Kenn Rabin. "If someone's suing you, you're already in the situation where you would have to have had the money to hire a lawyer, and do all that other stuff, which is already out of the range of most filmmakers."

Filmmakers who have used it find that they can no longer do so.

"Fair use" has become much more carefully defined," explains Geraldine Wurzburg. "It used to be interpreted much more loosely. Now it's defined in a way that people can get more revenue. ...I don't think you can invoke 'fair use' anymore, unless you're using a piece that's going on the news that night. And as you become more visible you have to be more careful. It's been more than five years, I would say, since I've invoked it."

Wurzburg was particularly outraged at having to pay a license fee, for a film on John F. Kennedy, for the Zapruder footage of the assassination, in spite of the fact that a first-generation print was donated by the family and is now housed in a public museum. The irony here is apparent. If there was ever an example of where "fair use" should apply, this is it. Thirty-five years ago a federal court decided that although the Zapruder film was copyrighted, it could be extensively quoted in connection with a book about the assassination. In *Time, Inc. v. Bernard Geiss Associates*, 293 F. Supp. 130 (S.D.N.Y. 1968), the court wrote that "the public interest in having the fullest information available..." outweighed the copyright owner's interest."

**6. FILMMAKERS NONETHELESS OFTEN EXERCISE "FAIR USE," EVEN IF QUIETLY.**

Many filmmakers are out of compliance at some point, no matter how much they try to comply with "clearance culture" expectations. The majority of filmmakers with whom we talked also mentioned incidents in which they were out of compliance and knew it, but were unable to clear rights. They further acknowledged many instances in their own work of invoking fair use. However, most of those comments were off the record. Even filmmakers working at the very edge of the commercial documentary field refused to provide details or be quoted on this practice, for fear of litigation and, worse, becoming a

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# Appendix XXII: Lubbock Map Ad

## Lubbock Map

The spot the advertisement was placed was chosen because as a person looks at the tourist side of the map, the ad will be seen even when the map is not unfolded more than once. This allows for much more exposure to the ad by people searching for things to do in Lubbock. Another positive about this publication is that the LHUCA logo was placed on I-27, so anyone following the interstate on the map will come across the logo.



**LHUCA**  
THE UNDERWOOD CENTER  
511 AVENUE K, LUBBOCK, TEXAS 79401

*We bring the arts together at our arts campus:*

- ◆ Monthly First Friday Art Trail
- ◆ Monthly Cinema Series
- ◆ Annual *Día de los muertos* festivities
- ◆ Annual Flatland Film Festival
- ◆ Theatre
- ◆ Four exhibit galleries
- ◆ Clay Studio

**511 Avenue K**  
**806.762.8606**  
[www.theunderwoodcenter.org](http://www.theunderwoodcenter.org)



### Places To Go & Things To Do

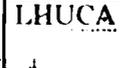
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**THE INN AT EXTENDED STAY SUITES**

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Complimentary Transportation Complimentary Shuttle Service  
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**LHUCA**  
THE UNDERWOOD CENTER  
511 AVENUE K, LUBBOCK, TEXAS 79401  
806.762.8606  
[www.theunderwoodcenter.org](http://www.theunderwoodcenter.org)

- ◆ Monthly First Friday Art Trail
- ◆ Monthly Cinema Series
- ◆ Annual *Día de los muertos* festivities
- ◆ Annual Flatland Film Festival
- ◆ Theatre
- ◆ Four exhibit galleries
- ◆ Clay Studio

Appendix XXIII: Membership Card Information

<b>Lubbock Non-Profit Membership Rates</b>				
	<b>Buddy Holly Center</b>	<b>Arts Alliance</b>	<b>LHUCA</b>	<b>Museum of TTU</b>
<b>Student</b>	<ul style="list-style-type: none"> <li>•\$15/yr</li> <li>•Free admission to Gallery and select events</li> <li>•Subscription to e-mail newsletter</li> </ul>	<ul style="list-style-type: none"> <li>•\$15/yr</li> <li>•Newsletter</li> <li>•Discounts on Art Festivals Tickets and purchases at Festival store</li> <li>•Invitations to monthly openings at Gallery (will no longer have)</li> <li>•Members Only preview of holiday theme show</li> </ul>	<ul style="list-style-type: none"> <li>•\$10/yr</li> <li>•Invitations to events</li> <li>•Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>•\$10/yr only for TTU</li> <li>•Newsletter</li> <li>•10% discount in shop</li> <li>•Museum Decal</li> </ul>

Appendix XXIII: Membership Card Information (Continued)

	<b>Buddy Holly Center</b>	<b>Arts Alliance</b>	<b>LHUCA</b>	<b>Museum of TTU</b>
<b>Artist</b>	<ul style="list-style-type: none"> <li>•\$25/yr</li> <li>•Free admission to Gallery and select events</li> <li>•1 yr membership to <i>Supporter's of the Fine Arts</i></li> <li>•Invitations to special meetings and events, participate in select shows and fundraisers</li> <li>•E-mail newsletter</li> </ul>	<ul style="list-style-type: none"> <li>•\$25/yr</li> <li>•Calling card in Artist section of website (Doesn't exist)</li> <li>•Reduced entry and rental fees at Festival and Alliance Gallery</li> <li>•Complimentary notice of deadlines for grants</li> </ul>	<ul style="list-style-type: none"> <li>•\$20/yr</li> <li>•Invitations</li> <li>•Listing on website</li> </ul>	<ul style="list-style-type: none"> <li>•Educator - \$25/yr</li> <li>•Above plus:</li> <li>•Name entered once for Glenna Goodacre sculpture</li> <li>•Invitation and advance info for lectures, workshops, seminars</li> <li>•MuseNews Subscription</li> <li>•Discounts and priority registration for workshops and educational programs</li> <li>•Invitations to members-only domestic and international travel opportunities</li> <li>•Eligible to be nominated as trustee</li> </ul>

Appendix XXIII: Membership Card Information (Continued)

	<b>Buddy Holly Center</b>	<b>Arts Alliance</b>	<b>LHUCA</b>	<b>Museum of TTU</b>
<b>Individual</b>	<ul style="list-style-type: none"> <li>•\$30/yr</li> <li>•Free admission to Gallery and select events</li> <li>•E-mail newsletter</li> </ul>	<ul style="list-style-type: none"> <li>•\$25/yr</li> </ul>	<ul style="list-style-type: none"> <li>•\$25/yr</li> <li>•Invitations</li> <li>•Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>•\$35/yr</li> <li>•Same as Educator</li> </ul>
<b>Family</b>	<ul style="list-style-type: none"> <li>•\$35/yr</li> <li>•Free admission for four</li> </ul>	<ul style="list-style-type: none"> <li>•\$40/yr</li> </ul>	<ul style="list-style-type: none"> <li>•\$35/yr</li> <li>•Invitations</li> <li>•Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>•\$45/yr (two or more at same residence)</li> <li>•Above plus: First notice of special events</li> <li>•Free entrance to Planetarium show for family</li> <li>•Priority registration and discount for Summer Youth Classes</li> <li>•University Library Privileges</li> </ul>
<b>Non-Profit</b>		<ul style="list-style-type: none"> <li>•\$50/yr</li> <li>•Calling card in Artist section of website (Doesn't exist)</li> <li>•Reduced entry and rental fees at Festival and Alliance Gallery</li> <li>•Complimentary notice of deadlines for grants</li> </ul>	<ul style="list-style-type: none"> <li>•\$40/yr</li> <li>•Invitations</li> <li>•Newsletter</li> <li>•Listing on website</li> <li>•Discount rental rates</li> </ul>	

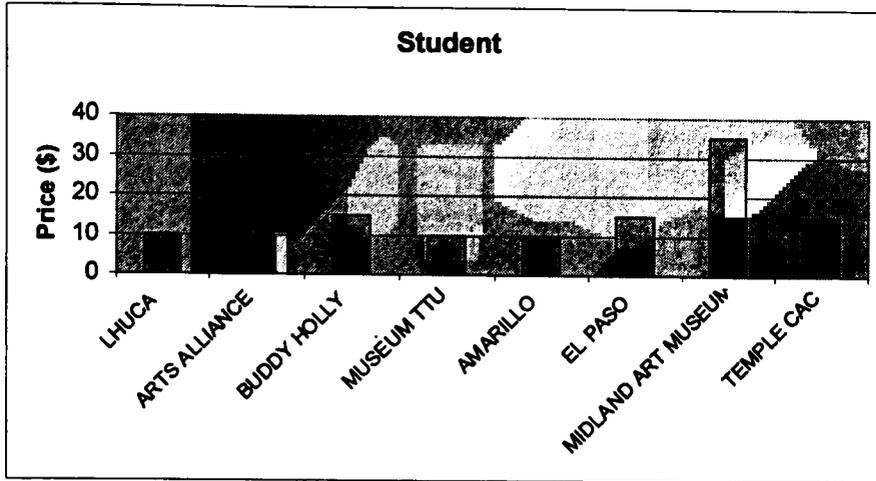
Appendix XXIII: Membership Card Information (Continued)

	<b>Buddy Holly Center</b>	<b>Arts Alliance</b>	<b>LHUCA</b>	<b>Museum of TTU</b>
<b>Donor</b>	<ul style="list-style-type: none"> <li>•Entertainer - \$100/yr</li> <li>•Engraved Courtyard Brick (\$100 value)</li> <li>•Free admission for individual</li> <li>•Sneak previews and special invitations to new exhibitions and special events</li> <li>•E-mail newsletter</li> <li>•10% discount in gift shop</li> </ul>	<ul style="list-style-type: none"> <li>•\$100/yr</li> </ul>	<ul style="list-style-type: none"> <li>•\$100/yr</li> <li>•Invitations</li> <li>•Name listed in newsletter</li> </ul>	<ul style="list-style-type: none"> <li>•Museum League - \$75/yr</li> <li>•Above plus name entered twice for sculpture</li> <li>•Opportunity to participate in Collector's Art Lectures</li> <li>•Reduced fee for Art History Series Lectures</li> <li>•Invitations to special Museum League events and activities</li> <li>•Name entered once for drawing for piece of art</li> <li>•Reciprocal membership at other museums</li> <li>•Opportunity to participate in the Membership Referral Program</li> </ul>
<b>Sustainer</b>	<ul style="list-style-type: none"> <li>•Showcase - \$250/yr</li> <li>•Engraved Courtyard Brick</li> <li>•Free admission for four</li> <li>•Sneak previews and special invitations to new exhibitions and special events</li> <li>•E-mail newsletter</li> <li>•10% discount in gift shop</li> </ul>	<ul style="list-style-type: none"> <li>•\$250/yr</li> </ul>	<ul style="list-style-type: none"> <li>•\$250/yr</li> <li>•Above plus listing on website</li> </ul>	<ul style="list-style-type: none"> <li>•Patron - \$150/yr</li> <li>•Above plus invitation to reception and behind-the-scenes tour of Museum's collection</li> </ul>

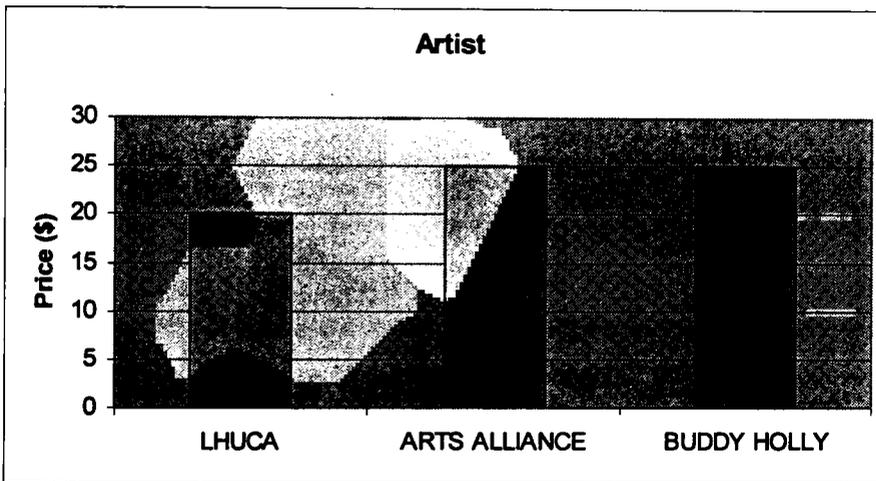
Appendix XXIII: Membership Card Information (Continued)

	<b>Buddy Holly Center</b>	<b>Arts Alliance</b>	<b>LHUCA</b>	<b>Museum of TTU</b>
<b>Patron</b>	<ul style="list-style-type: none"> <li>•Headliner - \$500</li> <li>•Engraved Courtyard Brick</li> <li>•Free admission for individual</li> <li>•Sneak previews</li> <li>•E-mail newsletter</li> <li>•10% discount in gift shop</li> <li>•15 one-time-use guest passes</li> </ul>	<ul style="list-style-type: none"> <li>•\$500/yr</li> </ul>	<ul style="list-style-type: none"> <li>•\$500/yr</li> <li>•Above plus invitation to special receptions</li> </ul>	<ul style="list-style-type: none"> <li>•Benefactor - \$250/yr</li> <li>•Above plus annual dinner for benefactors</li> <li>•Opportunity to join TTU Rec</li> <li>•Opportunity to consult curator about one piece in collection (no appraisals)</li> </ul>
<b>Benefactor</b>	<ul style="list-style-type: none"> <li>•Pioneer - \$1,000+</li> <li>•Same as above, plus:                             <ul style="list-style-type: none"> <li>•Opportunity to purchase tickets before go on sale</li> <li>•Recognition on Donor Wall</li> </ul> </li> <li>•Luminary - \$2,500                             <ul style="list-style-type: none"> <li>•Two complimentary memberships to give as gifts</li> <li>•Membership extended an additional year (2 total)</li> </ul> </li> <li>•Visionary - \$5,000                             <ul style="list-style-type: none"> <li>•Two bricks to give as gifts</li> <li>•Two full registrations to annual "Not Fade Away"</li> <li>•Free day-long open house at BHC for employees</li> <li>•Half-price museum facility rental for an evening while closed to the public</li> <li>•Membership extended additional 3 years (5 total)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•\$1,000+</li> </ul>	<ul style="list-style-type: none"> <li>•\$1,000+/yr</li> <li>•Above plus two tickets to LHUCA performances (with restrictions)</li> </ul>	<ul style="list-style-type: none"> <li>•Director's Circle - \$500+</li> <li>•Above plus name entered 3X for Goodacre sculpture</li> <li>•Additional 5% shop discount (15% total)</li> <li>•Director's Circle Art Program Painting</li> <li>•Specially designed association pin</li> <li>•Sponsorship of event or piece in museum (1 per year)</li> <li>•Free one year family membership to give as gift</li> <li>•Director's Circle desk plaque</li> <li>•Annual event for Director's Circle members</li> </ul>

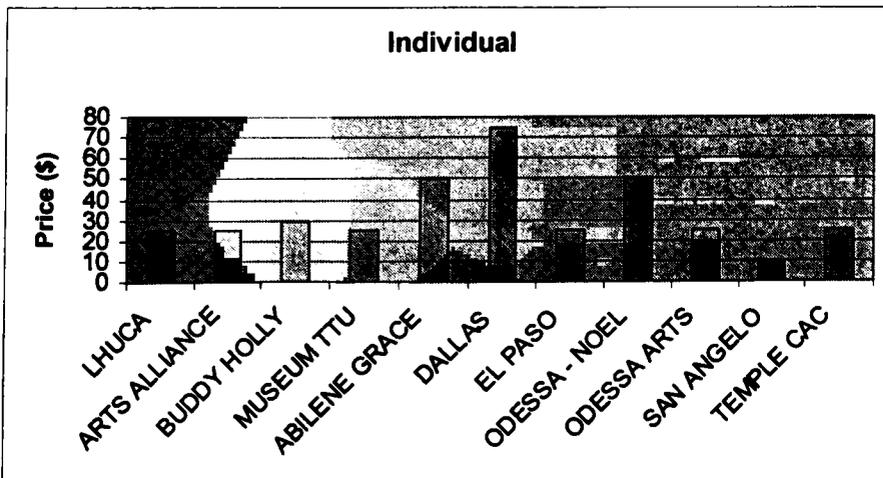
## Appendix XXIII: Membership Card Information (Continued)



- Keep Student price at \$10
- Email newsletter
- New items for this level***
- Discounts to LHUCA programs

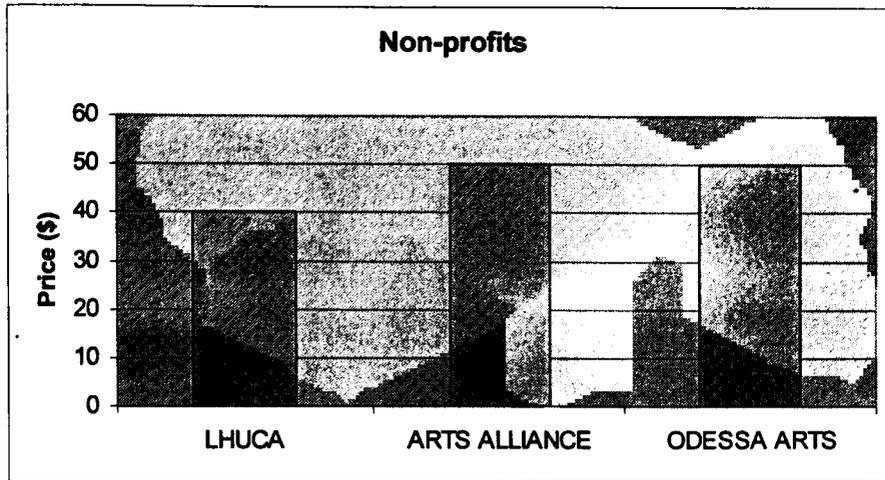


- Keep price at \$20 to promote that LHUCA is about fostering artists
- Artist listing on LHUCA website with link to artist website
- Email newsletter
- New items for this level***
- Performances and exhibits at LHUCA listed on LHUCA calendar and promoted
- Reduced exhibit commission
- Space rental discount (call for details)

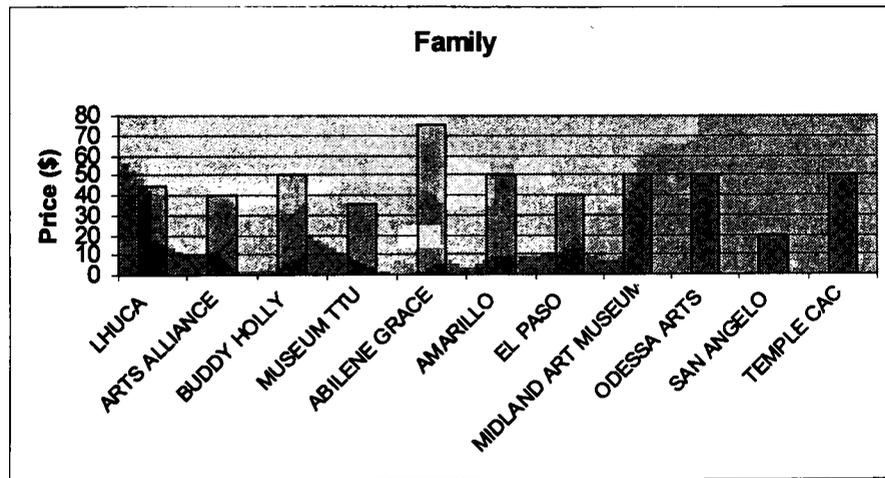


- Keep Individual price at \$25
- Invitations
- Newsletter
- New Items for this level***
- One-time reduced rental rate

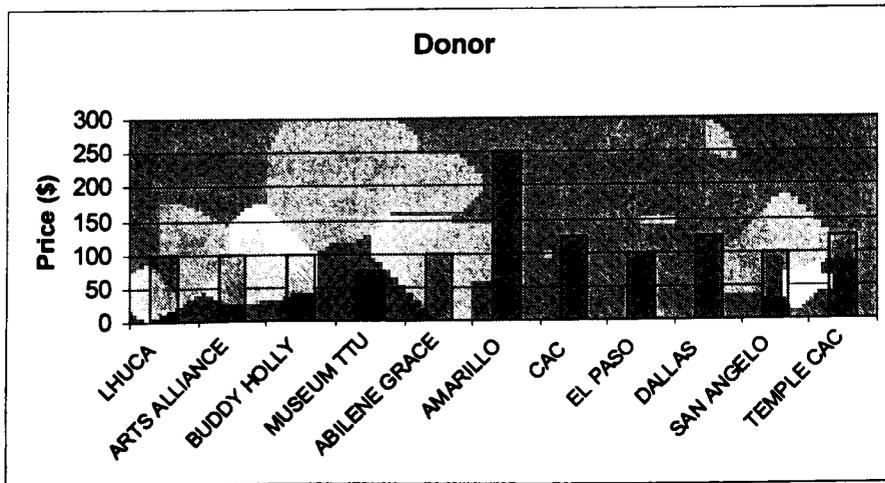
## Appendix XXIII: Membership Card Information (Continued)



- Keep price at \$40
  - Organization listing on LHUCA website with link to website
  - Email newsletter
  - Space rental discount (call for details)
- New items for this level***
- Access to LHUCA arts-building resources

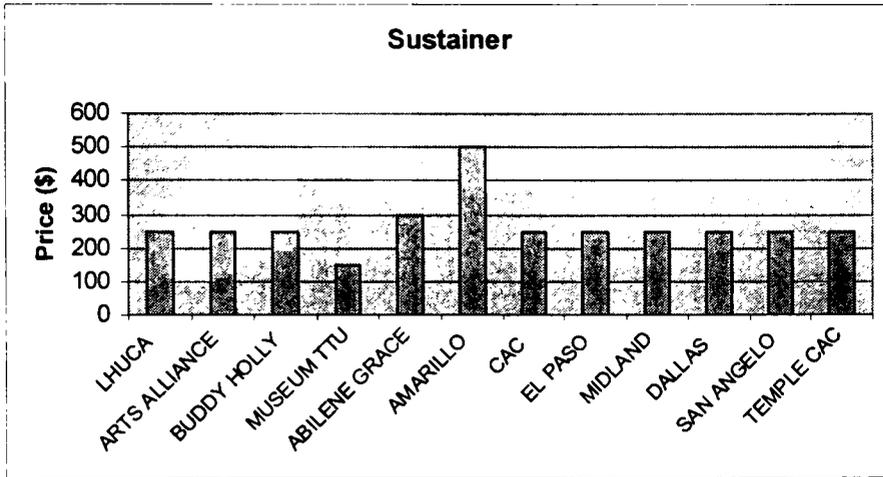


- Raise price to \$45
  - Email newsletter
- New items for this level***
- Ticket discounts for all LHUCA programs
  - Early registration for LHUCA classes and workshops
  - Invitations to "members only" events
  - Space rental discount (call for details)

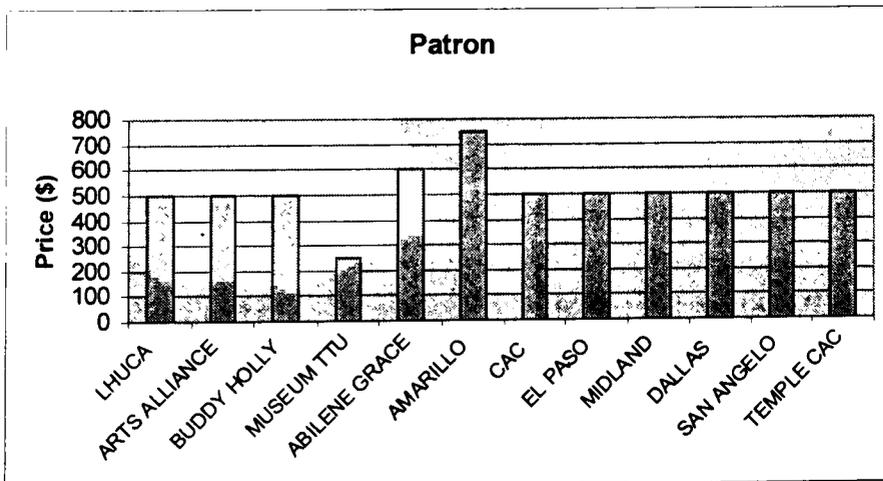


- Keep price at \$100
  - Email newsletter
- New items for this level***
- Ticket discounts for all LHUCA programs
  - Listing on LHUCA website
  - Invitations to "members only" events
  - Space rental discount (call for details)

Appendix XXIII: Membership Card Information (Continued)

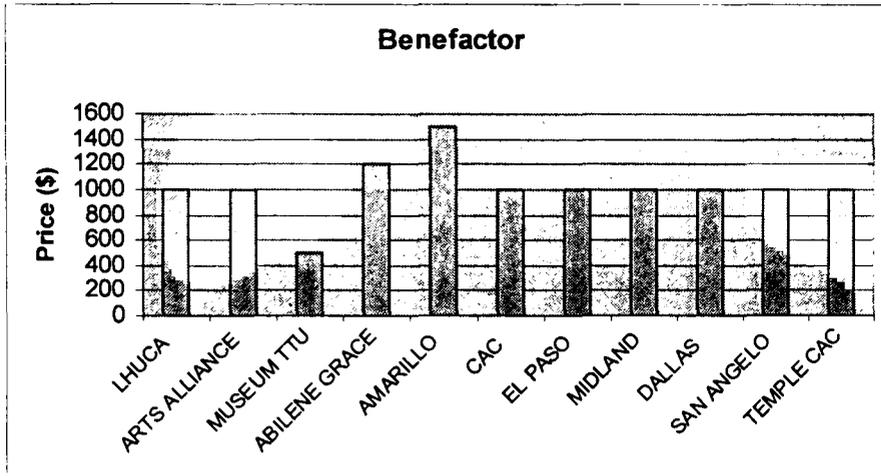


- Keep price at \$250
  - Email newsletter
  - Listing on LHUCA website
- New items for this level***
- Ticket discounts for all LHUCA programs
  - 1% discount on purchase of art
  - Invitations to "members only" events
  - Space rental discount (call for details)



- Keep price at \$500
  - Email newsletter
  - Invitations to "members only" events
  - Listing on LHUCA website
- New items for this level include***
- Ticket discounts for all LHUCA programs
  - 2% discount on purchase of art
  - One "individual" gift membership
  - Space rental discount (call for details)

## Appendix XXIII: Membership Card Information (Continued)



- Keep price at \$1,000+
- Email newsletter
- Listing on LHUCA website
- Invitations to "members only" events

***New items for this level include***

- Ticket discounts for all LHUCA programs
- 3% discount on purchase of art
- One "individual" gift membership
- Dinner with LHUCA Executive Director and guest artist or collector
- Space rental discount (call for details)

### New Membership Level: Corporate (\$1,000+)

- Email newsletter
- Volunteer opportunities for employees
- Discounted memberships for employees and/or clients
- Listing on LHUCA website
- Invitations to "members only" events
- Space rental discount for business events

# Appendix XXIV: Old Membership Card



## MEMBERSHIP INFORMATION

Title: *Please check.*

Dr.  Mr.  Mrs.  Ms.  No title requested

Name \_\_\_\_\_  
(Please print your name as it should appear on mailings we send to you and in our newsletter. Anonymity will be honored, if requested.)

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

## JOIN US

Please enroll me as a member in the category checked below:

- Student-\$10
- Visual or performing artist-\$20
- Individual-\$25
- Family-\$35
- Nonprofit organization-\$40
- Donor-\$100
- Sustainer-\$250
- Patron-\$500
- Benefactor-\$1,000+

## GIFT MEMBERSHIP

Please send a gift membership to:

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Category \_\_\_\_\_ \$ \_\_\_\_\_

## REFER A FRIEND

Please send membership information to:

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

## METHOD OF PAYMENT

Enclosed is my check for \$ \_\_\_\_\_ made payable to Lubbock Regional Arts Center.

Please charge my membership(s) to:  MasterCard  Visa

Name as it appears on card: \_\_\_\_\_

Card number \_\_\_\_\_ Expiration date \_\_\_\_\_

Signature \_\_\_\_\_

(over)



### WE BRING THE ARTS TOGETHER!

#### For individual artists, we provide...

- low cost office space
- access to office equipment
- affordable education, exhibition, performance and meeting space
- a growing library of arts-related books, documents and videotapes
- a professional staff with extensive knowledge of the regional arts community
- an opportunity to work in a dynamic, creative environment

#### For arts and cultural organizations, we provide...

- a central, permanent home for all the arts-cultural, literary, performing and visual
- low cost office space
- access to office equipment such as a copier, fax machine and computer with Internet access
- exhibition, performance and meeting space on a sliding scale fee schedule
- a growing library of arts-related books, documents and videotapes
- a professional staff with extensive experience in organizational development, grantseeking and audience development
- a network of arts and cultural organizations to foster creative ideas and collaborative programming

#### For supporters of the arts, we provide...

- a central, easily accessed location for all the arts-cultural, literary, performing and visual
- a quarterly newsletter highlighting the activities of the regional arts community
- access to the finest art programming in the region
- educational opportunities at the Arts Center and in the community
- an opportunity to volunteer in a dynamic, creative environment

511 Avenue K  
Lubbock, Texas 79401-1800  
p 806.762.8606  
f 806.762.8622  
artscent@nts-online.net

## Appendix XV: New Membership Card



### MEMBERSHIP INFORMATION

Title: *Please check.*

Dr.  Mr.  Mrs.  Ms.  No title requested

Name \_\_\_\_\_

Check here if you wish to remain anonymous.

Address \_\_\_\_\_

City, State, Zip \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

### JOIN US

Please enroll me as a member in the category checked below:

- |  |   |
|--|---|
| <input type="checkbox"/> Benefactor—\$1,000+ | <input type="checkbox"/> Family—\$45                      |
| <input type="checkbox"/> Corporate—\$1,000+  | <input type="checkbox"/> Nonprofit organization—\$40      |
| <input type="checkbox"/> Patron—\$500        | <input type="checkbox"/> Individual—\$25                  |
| <input type="checkbox"/> Sustainer—\$250     | <input type="checkbox"/> Visual or performing artist—\$20 |
| <input type="checkbox"/> Donor—\$100         | <input type="checkbox"/> Student—\$10                     |

### GIFT OR REFERRAL

Please send a gift membership or membership information to:

Name \_\_\_\_\_

Address \_\_\_\_\_

City, State, Zip \_\_\_\_\_

Category \_\_\_\_\_ \$ \_\_\_\_\_

### METHOD OF PAYMENT

Enclosed is my check made payable to **LHUCA** or **The Underwood Center for the Arts**.

Please charge my membership(s) to:  MasterCard  Visa

Name as it appears on card: \_\_\_\_\_

Card number \_\_\_\_\_ Expiration date \_\_\_\_\_

Signature \_\_\_\_\_

Check here for automatic renewal via credit card.

Membership \$ \_\_\_\_\_

Please accept my additional donation \$ \_\_\_\_\_

**TOTAL ENCLOSED \$ \_\_\_\_\_**

Mail completed form along with payment to:

**The Underwood Center for the Arts**  
511 Avenue K  
Lubbock TX 79401.1800

For information, call 806.762.8606.

### MEMBERSHIP BENEFITS

#### BENEFACTOR \$1,000+

- Ticket discounts for all LHUCA programs
- 3% discount on purchase of art
- Listing on LHUCA website
- Free subscription to *artScene*, email newsletter
- One "individual" gift membership
- Invitations to "members only" events
- Dinner w/LHUCA Executive Director & guest artist or collector
- Space rental discount (call for details)

#### CORPORATE \$1,000+

- Free subscription to *artScene*, email newsletter
- Volunteer opportunities for employees
- Discounted memberships for employees and/or clients
- Listing on LHUCA website
- Invitations to "members only" events
- Space rental discount for business events

#### PATRON \$500

- Ticket discounts for all LHUCA programs
- 2% discount on purchase of art
- Listing on LHUCA website
- Free subscription to *artScene*, email newsletter
- One "individual" gift membership
- Invitations to "members only" events
- Space rental discount (call for details)

#### SUSTAINER \$250

- Ticket discounts for all LHUCA programs
- 1% discount on purchase of art
- Listing on LHUCA website
- Free subscription to *artScene*, email newsletter
- Invitations to "members only" events
- Space rental discount (call for details)

#### DONOR \$100

- Ticket discounts for all LHUCA programs
- Listing on LHUCA website
- Free subscription to *artScene*, email newsletter
- Invitations to "members only" events
- Space rental discount (call for details)

#### FAMILY \$45

- Ticket discounts for all LHUCA programs
- Early registration for LHUCA classes and workshops
- Free subscription to *artScene*, email newsletter
- Invitations to "members only" events
- Space rental discount (call for details)

#### NONPROFIT ORGANIZATION \$40

- Organization listing on LHUCA website w/link to website
- Free subscription to *artScene*, email newsletter
- Access to LHUCA arts-building resources
- Space rental discount (call for details)

#### INDIVIDUAL \$25

- Ticket discounts for all LHUCA programs
- Free subscription to *artScene*, email newsletter
- Invitations to "members only" events
- Space rental discount (call for details)

#### VISUAL OR PERFORMING ARTIST \$20

- Ticket discounts for all LHUCA programs
- Artist listing on LHUCA website w/link to artist website
- Free subscription to *artScene*, email newsletter
- Reduced exhibit commission
- Space rental discount (call for details)

#### STUDENT \$10

- Ticket discounts for all LHUCA programs
- Free subscription to *artScene*, email newsletter

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Many other sources not listed here were initially consulted but not cited due to any of the following factors:

- 1) Errors in information.
- 2) Information not applicable for situation
- 3) Information referenced out-dated techniques or practices

