Creating opportunities to experience, celebrate, and explore the diversity of the world’s cultures, through music and the arts.

Team 6
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Executive Summary

Lotus Education & Arts Foundation is a not-for-profit organization located in Bloomington, Indiana. The mission of the organization is “to create opportunities to explore the world culture through music and arts for the community” (The Lotus).

This marketing proposal is a well-evaluated plan that aims to increase not just overall number of out-of-town attendees, but also the diversity of attendees at the Lotus Festival. By the end of this proposal, we hope to have provided you with some knowledge of the Lotus Education & Arts Foundation along with an understanding of our marketing strategy and implementation.

The goal of our marketing proposal is to specifically target several cities near Bloomington to better promote and diversify the Lotus Festival. We would like to focus within a 100 mile radius of Bloomington in first year of the plan. This will allow us to better focus on implementing the plan to specific locations. By the second year, we hope to expand this marketing campaign to all over Indiana. Our future goals would be to expand to all over the United States.

In order to reach this goal, we have evaluated the Lotus Festival and the marketing plan in several ways. This evaluation will include an analysis of Lotus’ current situation, a market analysis, our strategy including tactics, an estimated budget, and finally a brief timeline. Our marketing team is confident that this marketing proposal will reach its goal in diversifying the amount of attendees at the Lotus Festival.
Overview
The Lotus Festival is a component of the non-for-profit organization called Lotus Education & Arts Foundation. The foundation is a 501(c)3 organization, which means that they are exempt from paying federal taxes. The Lotus Festival is one of the many programs the organization offers. Other programs they offer includes Edible Lotus, Visual Arts, and Lotus Blossoms Educational Outreach. The program our marketing team will focus on is the Lotus Festival which occurs once a year during the fall season. The mission of the overall organization itself states; “Our mission is to create opportunities to experience, celebrate, and explore the diversity of the world’s cultures, through music and the arts.” The Lotus Festival’s vision says, “Through the Festival, Lotus creates – on a grand scale – the rare opportunity for audiences to experience places far removed from their everyday routines and to broaden their worldview through the arts” (The Lotus).

The Lotus Festival is a large, well-known event in Bloomington, Indiana. Every fall season, the program closes down multiple streets in downtown Bloomington. This year marks their 23rd year of the Lotus Festival. The festival attracts artists from all around the world, this year specifically, they gathered 148 world artists. These artists flew from 24 countries all over the world. This year, the Lotus Festival was able to add three new countries to their list; Austria, Canary Islands, and Iceland. There were over 1200 attendees at the event this year. Many came from around Bloomington, but most were Bloomington town members. These town members included a mix of IU college students and Bloomington residents. The marketing team’s goal is to attract more out of town attendees to create much more nationally diverse crowd.

Situational Analysis
A situational analysis is often used to help analyze the internal and external factors impacting an organization’s current situation. This analysis assesses the strengths, weaknesses, opportunities, and threats that could potentially change the Lotus Festival’s capabilities and business environment. The internal factors are the organization’s strengths and weaknesses and the external factors are the opportunities and threats. Within these internal and external categories, there are positive and negative subcategories that are assigned to one of the two factors within both the internal and external categories. The sector of the Lotus Festival that we will be focusing on is the location of the festival as well as the necessary transportation needed to go to-and-from the festival.

To begin dissecting the situational analysis, we will first assess the internal strengths and weaknesses of the Lotus Festival. The first relevant strength (internal, positive) is that Bloomington is somewhat of a centralized location in both Indiana and the Midwest. Indianapolis is only a short drive Northeast, Chicago to the Northwest, and both Louisville and Nashville to the South. Indianapolis is a highly populated and untapped market for music festivals since
there are very few annual music festivals that take place in the state’s capital. On the other hand, one of the main weaknesses (internal, negative) regarding the location of the Lotus Festival is that Indiana and the surrounding states are extremely rural and the major cities are somewhat distantly spaced apart from each other. Not only does this make traveling to the festival more of a timely inconvenience, it also makes it harder to market and promote the festival to these large cities that we are trying to gather higher attendance from.

The external factors of opportunities and threats we have chosen are also tailored to the location of the Lotus Festival. A couple potential threats (external, negative) that we may face as we try to increase our market to these larger cities is if we increase out-of-town attendance, where will everyone park and where will everyone stay? As current students of Indiana University, we know that parking availability is a constant weight on the shoulders of the city and those who have been given parking passes are very lucky. We also know that during university-wide family weekends, hotels in town are completely booked for relatives coming to visit their students. However, this is where the potential opportunities (external, positive) come into play. To address the parking issue, our team has come to the conclusion that it would be very inexpensive to rent out a portion of an open field just outside of downtown. We will then be running a shuttle to transport the attendees from the parking area to the festival and vice versa. Our potential opportunity to to fix the problem of the limited number of hotel rooms is to advertise that there are a high number of hotels and lodges just outside of Bloomington. For example, not many people know about the available hotels that surround Lake Monroe, which is hardly twenty minutes outside of town. A twenty minute drive to and from the Lotus Festival is well worth the price of the available hotel rooms outside of Bloomington and away from campus.

**Objectives & Goals**

The short-term objective and goal of the marketing strategy is to bring more out-of-town attendees to the Lotus Festival. We agreed that within the first year of our marketing proposal, we would like to limit the areas in which we target. Ten volunteers that have previously worked at the Lotus Festival will assist us in reaching this goal. These volunteers will travel to each of our targeted cities to promote the event and our incentive. Our target audience are people residing in Indianapolis, Lafayette, Terre Haute, Columbus, Fishers, and Carmel. We came to the conclusion to promote to these specific cities because the drive from Bloomington to each of these cities is an average of a two hour drive. We believe this is a sufficient travel time for people to be willing to go to an arts related event in Bloomington, Indiana.

Our long-term goal is to expand our reach to outside of Indiana. The Lotus Festival includes a map on their website showing the locations around the world their artists have traveled from. Our goal is to use that map as a motivation to expand the diversity of attendees just as the
Lotus Festival has managed to reach this diversity within artists. The specifics of these short and long term goals are detailed in our Market Analysis section below.

**Market Analysis**

Our short-term goal is to specifically target multiple cities surrounding Bloomington, Indiana. These towns/cities will be within a range of one hundred miles of Bloomington and will be located in Indiana. We would like to target the following cities within the first year of this proposed plan: Indianapolis, Terre Haute, Lafayette, Carmel, Fishers, and Columbus. When targeting these cities, we would like to focus our marketing campaigns to children ages 1-15 and adults ages 25-60. We chose to focus on these specific age ranges because Bloomington is a college town. It would be easier to target ages 16-24 within Bloomington boundaries because of how densely populated it is with college students.

In order to market to these locations, our team has researched the possible competition we would face. Our marketing team has identified many competitors that are not necessarily arts related. In order to market to the locations we chose, we need to identify the events that occur in the areas around the same time at the Lotus Festival. The following is a list of events that occur around the time of the Lotus Festival in each location including events in Bloomington.

<table>
<thead>
<tr>
<th>Bloomington</th>
<th>Indianapolis</th>
<th>Terre Haute</th>
<th>Carmel</th>
<th>Fishers</th>
<th>Columbus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Festival Arts Village</td>
<td>State Fair</td>
<td>Walk MS Wabash Valley</td>
<td>Children’s Festival for Arts and Education</td>
<td>Indie Arts and Vintage Marketplace</td>
<td>Scottish Festival</td>
</tr>
<tr>
<td>Fourth Street Festival of the Arts and Crafts</td>
<td>Indy 500</td>
<td>Professional Sporting Events</td>
<td>Professional Sporting Events</td>
<td>St. George Festival</td>
<td>Mill Race Marathon</td>
</tr>
<tr>
<td>Garlic Fest</td>
<td>Professional Sporting Events (i.e. Football)</td>
<td>Concerts/Operas/Galleries</td>
<td>Concerts/Operas/Galleries</td>
<td>Concerts/Operas/Galleries</td>
<td>Hot Rods and Rock ‘n’ Roll</td>
</tr>
<tr>
<td>Upland Oktoberfest</td>
<td>Concerts/Operas/Galleries</td>
<td>Oktoberfest</td>
<td>Chinese Mooncake Festival</td>
<td>Fishers Oktoberfest</td>
<td>Ethnic Expo</td>
</tr>
<tr>
<td>Monroe County Pumpkin Launch</td>
<td>Indy Jazz Fest</td>
<td>Street Beat</td>
<td>Artomobilia</td>
<td>Professional Sporting Events</td>
<td>Yesfest Film Festival</td>
</tr>
<tr>
<td>Bloomington Pride Film Festival</td>
<td></td>
<td></td>
<td></td>
<td>Oktoberfest</td>
<td>Concerts/Operas/Galleries</td>
</tr>
</tbody>
</table>
The events listed above are all possible competition because potential attendees may miss the Lotus Festival because they have done one or more of the following:

1. They do not have enough money for a ticket because they spent it on another event.
2. They do not have enough money to make the trip to Bloomington.
3. They would rather spend money on another event nearby.
4. They already went to a festival or arts related event and do not want to go to another.
5. There’s a toss up between one event or another during the time of the Lotus Festival.

To address the possible complications listed above, we have constructed a few incentives such as discounts which will be addressed in more detail later. We would also like to emphasize how culturally diverse this festival is. According to the Lotus Festival website, “The Festival, established in 1994, celebrates the uniqueness and variety of cultural experiences from across the globe, year after year enriching the cultural landscape of Bloomington and broadening the musical and artistic understanding of attendees. The Festival is one of the oldest world music festivals in the U.S. and the only festival of its kind in the state of Indiana” (The Lotus). These facts are a wonderful promotional tool to reach the individuals that may have complications during the time of the Lotus Festival.

Within the first year of this plan, we plan to attract at least 250 out-of-town attendees. Each subsequent year, we would like to increase this number by 100 attendees. Regarding future goals for this marketing campaign, we hope to expand our reach to around the country compared to the limited one hundred mile radius. We hope to reach this goal within five years of implementing the plan. By the ten year mark, we expect to go beyond the country and expand to all other countries. By this time, both the attendees and artist populations will be nationally diverse. The eventual future ratio of Bloomington residents to non-local residents would be 2:1. Our reasoning for the ratio is that due to the the continuous location in Bloomington, we expect more loyal local residents versus non-local attendees in the far future.

**The Marketing Strategy**

How can we maintain our current audience while trying to reach out to more residents out of Bloomington? The marketing strategies we have constructed to grow our audience to the surrounding area of Indiana includes market penetration and market development. Through
market penetration, we will maintain the same product (the festival and artists) and current attendees, but shift the way we market to our new audience by targeting to these new cities. The market development strategy is another strategy we plan to use which will allow us to reach a new market while maintaining our current product. Through the implementation of these strategies, we predict that our audience will grow to more out-of-town attendees.

By using market penetration and market development strategies, there are several elements we must address in order to reach our goal. We must identify what the product is, where it is located, the cost, and our strategic plan. We have created a chart to clearly identify each of these elements.

<table>
<thead>
<tr>
<th>Product</th>
<th>Location</th>
<th>Cost</th>
<th>Strategic Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Festival and Artists</td>
<td>Downtown Bloomington, Indiana</td>
<td>Based on Competitive Balance Objective</td>
<td>Sales Promotions</td>
</tr>
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</table>

The product would include both the overall festival and the artists travelling from around the world. The element of cultural diversity within the artists is an important distinction to promote to our target audience. The Lotus Festival has continually been located in downtown Bloomington, Indiana for 23 years and will hopefully continue to house the Lotus Festival.

Our pricing objective is based on the competitive balance objective. We are competing for the potential attendees’ leisure time. Each of the cities we identified as target locations will have numerous events that occur during and around the time of the Lotus Festival. One great example, is football season. Football season occurs around the end of the year. Not only Colt’s fans in Indianapolis, but people around the country set aside time to watch the games. The Lotus Festival occurs in September, which conflicts with football season. Our goal is to communicate to these potential attendees, provide them with enough promotion and information, and potentially gain a new audience member.

We understand that one main reason potential consumers would decline a visit to the Lotus Festival is because of money. Traveling and ticket costs are a large factor in the lack of out-of-town attendees. Our plan is to base our strategy on consumer pressure. By doing this, we are focusing on the main reason potential attendees would turn down this event.

Dynamic pricing is another strategy that will address the issue of cost that any potential attendee may have. The Lotus Festival offers ticket packages to purchase for the event. They offer a variety of ticket passes that range from one day to all days of the festival. This aspect
becomes crucial in our marketing promotion. Potential attendees that are not willing to pay for all of the days of the event may want to purchase a one day pass.

To address this cost obstacle, our strategy will encompass the strong promotion of a sales incentive. By offering a sales incentive to the potential attendees, we are addressing this major cost issue. Individuals will more likely consume a product if a sales promotion is occurring. We have agreed that a 20% discount would be a sufficient discount to combat our main deterrent. In attempt to offer this discount to mostly out-of-town attendees, we will be using a promotional code that will be given after a short survey is completed. We realize that this will not necessarily prevent in-town attendees to use it, but it will limit the users. In the survey, we will ask questions such as their location, an average of their attendance at arts related events per year, the number of Lotus events they have been to, and finally, their reasoning for attending the event. These questions will allow us to gauge how well our marketing plan has increased the number of out-of-town attendees. We believe that our target consumer base will be motivated by this reasonable discount and fill out the short survey. We plan to use this promotional tool indefinitely and will be adjusted as the plan is executed over the years.

**Tactics and Resources**

After laying some groundwork on our marketing strategy, we would also like to address the steps we will take to reach our goal. By using a market development strategy, we are shifting our focus to a new audience, out-of-town individuals. This will require several tactics that focus on promoting on several platforms. These platforms include online advertising, a promotional street team, media outlets, and local sponsors.

The internet continues to be a powerful resource in promotion and advertising. We plan to take advantage of this resource and advertise through many well-known platforms including Facebook, Twitter, Instagram, and Pinterest. We will be promoting the sales incentive through Facebook by posting in the pre-existing Facebook page and by creating a Facebook event. We were not able to find an existing Instagram or Pinterest account, so creating and maintaining an Instagram will be included in these promotional activities. Finally, we will also be consistently tweeting and following more people on their pre-existing Twitter account.

Our street team will include ten volunteers. We plan to use these individuals to travel and promote the event to our specified locations. They will be traveling to other arts related events and set up booths in order to cross-promote. We will also be posting many flyers around the cities and passing brochures. These tactics will provide our potential attendee with background education on Lotus as well as a great incentive to go to the event.
As for reaching out to media outlets, we plan to focus on radio, television, and newspaper advertising. Reaching out to the IDS, NUVO, IndyStar, etc. will reach an audience that Lotus may not have touched in their previous years.

Finally, local sponsors in each city we target will help us tackle the largely populated cities. These sponsors will graciously assist us with promoting the event through word of mouth and promotional material such as flyers.

In regards to resources needed to implement these tactics, we need both the money and manpower to succeed in this campaign. One of the main resources are the donations and sponsorships we receive from companies around Bloomington such as Blueline and Indiana University. Volunteers are another huge resource needed to accomplish our goal. We plan to use volunteers that continuously devote their time to the festival every year. Our reasoning for using these volunteers is because they have existing knowledge of the festival and posses a passion for the Lotus Festival that will assist us in spreading the word.

**Working Plan and Timeline**

We have constructed a timeline that will help us reach our goal in a timely manner. The first step we would take in the month of January 2017 is to analyze and understand our target market. Once we have identified specifically who we will market to, we will then gather our street team together. Our street team will work from February until the month of the festival to promote to our specified locations. During the months of July-September, we plan on contacting all media outlets to promote the event. This also includes other promotional tactics including online advertising and contacting sponsors. Our survey along with the promotion will be released in July. This will give ample time to purchase tickets and allow us to see the diversity of attendees prior to the festival.

**Conclusion**

In conclusion, we are confident that by specifically targeting our identified cities within the first year of this marketing campaign, we will be able to reach and diversify out-of-town attendees at the Lotus Festival. Once this short-term goal is accomplished, we will move on to reaching our future long-term goals. We will be able to measure our accomplishments through our survey
We feel strongly that through the 20% incentive, potential attendees will be motivated to take our surveys and provide us with the necessary information to analyze our success. The Lotus Festival is a one-of-a-kind festival that showcases world cultures and artists and we believe that by expanding the outreach in attendees, the festival will continue to flourish and offer more to the overall experience.

Appendix A

Works Cited


## Budget

### Year 1 Expenses for Lotus Festival Marketing Campaign

<table>
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<tr>
<th>Category</th>
<th>Quantity</th>
<th>Cash Cost</th>
<th>In-Kind</th>
<th>Budget Notes</th>
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<td>Utilities</td>
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<td></td>
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</tr>
<tr>
<td>Electric Bill</td>
<td>1</td>
<td>$1,200.00</td>
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<td>Yearly Cost</td>
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<tr>
<td>Water Bill</td>
<td>1</td>
<td>$600.00</td>
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<td>Yearly Cost</td>
</tr>
<tr>
<td>Rent</td>
<td>1</td>
<td>$12,000.00</td>
<td></td>
<td>One Room Building Rental at $1000 per month</td>
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<td><strong>Total:</strong></td>
<td></td>
<td><strong>$13,800.00</strong></td>
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<td><strong>Total Cost for Utilities</strong></td>
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<tr>
<td>Staff Members</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>--------------------------------------</td>
<td>-------</td>
<td>-------</td>
<td>-----------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Volunteers</td>
<td>10</td>
<td>$34,800.00</td>
<td>Each volunteer's time (10 hrs. per week) translates to $3,480 per year.</td>
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<tr>
<td>General Manager</td>
<td>1</td>
<td>$11,520.00</td>
<td>Will be working 30 hrs a week at $8/hr</td>
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<tr>
<td>Director of Marketing</td>
<td>1</td>
<td>$11,520.00</td>
<td>Will be working 30 hrs a week at $8/hr</td>
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<td>Total:</td>
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<td>$23,040.00</td>
<td>Total Cost for Staff Members</td>
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<td>Computer</td>
<td>2</td>
<td>$1,000.00</td>
<td>2 computers at $500 a piece</td>
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<td>$1,000.00</td>
<td>Total Cost for Technology</td>
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<tr>
<td>Poster/Banner</td>
<td>2</td>
<td>$40.00</td>
<td>1 poster costing $20 and 1 banner costing $20</td>
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<tr>
<td>Brochures</td>
<td>1000</td>
<td>$20.00</td>
<td>2 cents per brochure, 1000 brochures will be purchased</td>
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<tr>
<td>Social Media Ads</td>
<td>1</td>
<td>$12,000.00</td>
<td>Monthly cost will cost roughly $1000</td>
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<tr>
<td>Media Outlet Advertising</td>
<td></td>
<td>$10,000.00</td>
<td>$10,000 put towards media advertising such as radio, tv, and newspaper ads</td>
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<td>Total:</td>
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<td>$22,060.00</td>
<td>Total Cost for Marketing</td>
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<tr>
<td>Table</td>
<td>2</td>
<td>$100.00</td>
<td>2 tables at $50 a piece</td>
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<td>Chairs</td>
<td>4</td>
<td>$100.00</td>
<td>4 chairs at $25 a piece</td>
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<td>Total:</td>
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<td>$200.00</td>
<td>Total Cost for Materials</td>
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<tr>
<th>Costs During Festival</th>
<th></th>
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<tbody>
<tr>
<td>Shuttle</td>
<td>1</td>
<td>$2,000.00</td>
<td>Rental during course of festival</td>
</tr>
<tr>
<td>Lot for Parking</td>
<td>2</td>
<td>$1,000.00</td>
<td>2 parking spaces at $500 per lot for the time of Festival</td>
</tr>
<tr>
<td>Total:</td>
<td></td>
<td>$3,000.00</td>
<td>Total Cost for Transportation</td>
</tr>
<tr>
<td>Total Expenses:</td>
<td></td>
<td>$97,900.00</td>
<td>Final Expense Total Including In-Kind Cost</td>
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