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Worcester Center for Crafts: A Transition to Online Sales

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Worcester Center for Crafts: A Transition to Online Sales

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Chapter 1

Executive Summary

The Clark University School of Professional Studies created a capstone team consisting

of Monica Gow, Carly Branconnier, Iana Matkovskaia, Srilatha Prodduturi, Ekaterina

Shusharina, and Alberta Yamoah to assist Worcester Center for Crafts (WCC) with the launch of

their new online store. Worcester Center for Crafts wanted to showcase their beautiful American

handmade crafts on an online platform, Shopify, in order to increase their sales and expand their

market reach. The capstone team created a charter that outlined the scope of the project and what

the team would deliver to WCC by the end of the project. The team agreed to help produce a

marketing strategy to help reach a younger audience with a specific target towards international

students. Above all, the goal of the project was to attract traffic to this new online store and to

provide suggestions that would help encourage viewers to purchase items on the site.

The capstone utilized past literature in order to inform their strategies. The team looked at

data around online shopping. This included what demographics shop online, how often

consumers are shopping online, what devices are being used, the role of product reviews and the

impact of social media on online shopping. More research was then done specifically about

social media marketing and how best to craft a social media marketing strategy. This included

describing the types of content one might post on social media, how to use visual content, how to

best utilize hashtags, and how to manage the flow of creative ideas in a way that is productive.

Team member Monica Gow also gathered information from similar organizations on how they have launched their online stores, how successful they have been and what their social media marketing campaigns have looked like. Gow collected data from the Tandem Gallery in Bakersville, NC, The Penland Gallery in Penland, NC and the Society of Arts & Crafts in Boston, MA. In these interviews, she explored the roadblocks these galleries had to overcome in order to successfully launch their online store. She also discussed with them how many followers they have and what social media platforms they utilize. Each individual gallery provided useful information that helped to formulate suggestions for WCC.

The team then identified salient issues for the project. Based off of the review of literature and the interviews, the team helped lay out for WCC what they should consider before officially launching their website. Issues that were brought to their attention were their marketing plan, announcement, budgeting, how to best use social media marketing, which demographics to focus their attention on, how often inventory should be rotated, product reviews, which social media platforms would be most effective to utilize, and how to engage followers with the content being produced. All of these factors were important for WCC to think about, and the capstone team made recommendations regarding these issues.

The capstone team recommended that WCC focus their attention towards Instagram with some attention and time still spent on Facebook or working to convert Facebook followers to Instagram followers. The team recommended specific hashtags, boosting strategies, demographic targeting, strategies on hosting raffles, slogan suggestions, what successful posts look like, and how to best utilize an advertising budget.

With the consistent improvement and integration of technology into consumer's lives, it is becoming increasingly easier to shop right from your phone. This convenience is captured by data with 51% of Americans reporting they have made a purchase from their cell phone. As we saw with overall online purchases, the percentage varies greatly based on age. 77% of young adults age 18-29, and 64% of adults age 30-49 report they have bought something from their cell phone. It should be noted that the numbers drop significantly after this age group to below 35% (Smith & Anderson, 2016). The mobile marketplace is expanding rapidly and is attracting a young audience. This means that it is important to make sure that online stores and purchasing avenues are mobile friendly. This is even more critical for vendors selling art products. This will be discussed later.

Along with the rise in technology has been the accompanied rise in social media use. Retailers have used this to their advantage to help promote links to their website using these platforms. This has been met with some success, as 15% of Americans report making a purchase through social media links. The numbers across age groups are more consistent with social media. Young adults age 18-29 still are the most accounted for group at 24%. However, it is important to note that only 5% of adults 65+ years have reported making a purchase through a social media link (Smith & Anderson, 2016). While limited numbers of people are using social media to make purchases, it is still important to expand the audience in any way possible, and a 15% growth is nothing to shy away from. If the target audience is young people, using social media can be effective.

How often are online shoppers making purchases online? In turns out, these purchases are made fairly inconsistently. The largest percentage of online shoppers, 38%, shop online less than

WCC was satisfied with the suggestions provided by the capstone team. All team members gained valuable learning experience through the capstone process and have become better professionals as a result. The symbiotic relationship that WCC and the capstone team developed over the course of the project helped to benefit both stakeholders in the end. The capstone team hopes that WCC hopes to find success with their online store well into the future.

Chapter 2

Internet Shopping Trends

An increasing number of Americans are becoming online shoppers. According to a 2016 study, 79% of all Americans have made an online purchase. This is way up from the 22% percent that was reported in 2000. In just 16 years, we have seen a jump from the minority of Americans shopping online to a large majority. This number is even higher for adults age 18-29 with 90% reporting they have made a purchase online. The numbers remain high for adults age 30-49 with 87% reporting they have made an online purchase. We see the numbers start to drop off below 80% with any age group older than 49 (Smith & Anderson, 2016). It is clear that the online marketplace is growing, and is being dominated by adults under 50. Companies need to be aware of this trend in order to market their products age appropriately. For example, Amazon needs to spend a larger portion of advertising dollars on marketing young adult clothes online as opposed to walkers, as the 65+ age market is much less likely to purchase items online. Understanding demographics allows companies and organizations to make the best use of an advertising and marketing budget.

a few times a month. Still a fairly sizeable 28% of shoppers shop a few times a month. A small

percentage of shoppers, 15%, shop online once a week. The amount a person shops online also

influences their preference of shopping online versus in a physical store. Only for the group of

individuals who are consistent online shoppers, those who shop online once a week, prefer

buying online. For monthly online shoppers, the preference to shopping online versus in store is

still close to an even split, 42% and 58% respectively (Smith & Anderson, 2016). This data has a

significant impact on what demographics should be targeted. It will be important for

organizations to target and account for consistent or fairly consistent online shoppers. This

means that online stores should change their inventory at least monthly in order to have new

items up for these online shoppers.

Online reviews have also helped shape the online retail space. All age groups check

online reviews before purchasing a product sometimes or always at least 50% of the time. The

majority of adults age 18-29, 52%, always check online reviews before making a purchase,

while only 4% never check online reviews. For adults age 30-49, 47% always check online

reviews and 45% sometimes check online reviews. About 34% of adults age 65+ never check

online reviews before purchasing an item online (Smith & Anderson, 2016). Online stores may

want to include customer reviews or testimonials in order to increase their sales.

How to Create a Social Media Marketing Strategy

In the current world, information technologies are an essential part of our lives.

Moreover, it is hard to imagine any sphere of our life without modern technologies. Thus, one of

the defining phenomena of the present time is Internet access. Every day billions of users use

different types of social media which comes in many forms, including social networks,

photo-sharing platforms, blogs, chat applications, etc. According to the Global Digital Report 2018, the number of Internet users in 2018 surpasses the mark of 4 billion and now is about 4.021 billion users (Kemp, 2018). At the same time, the number of social media users is also increasing. According to the statistical research, the number of social media users worldwide is 3.196 billion and the number of mobile phone users is 5.135 billion (Kemp, 2018). We should not underestimate the fact that the number of users is consistently increasing. Furthermore, social media platforms play an important role in the marketing strategy as they help the company to attract new customers, create different marketing ploys and proliferate your company via the power of the Internet. We can highlight several of the most popular social media platforms like Facebook (2.072 billion users), Instagram (800 million users), Pinterest (200 million users) etc (Kemp, 2018).

In the article "How to Create a Social Media Marketing Strategy: A Beginner's Guide" Braveen Kumar, the Content Creator at Shopify, explains the important aspects of using social media platforms in a marketing plan. Social media marketing can serve all kinds of functions for your business, from driving traffic and sales, building brand awareness, amassing an engaged audience, connecting with customers and prospects, providing support, and much more. A large scale of social media application spheres are based on a wide range of channels to incorporate, each with its own strengths, weaknesses, and opportunities to consider (Kumar, 2018).

According to the author's instructions, every social media marketing strategy has to include the following steps: goal setting, choosing a target audiences, creating content mix, choosing media channels, choosing the tools to be used.

Managing a social media channel is a bit like running your own TV network (Kumar, 2018). There are some important aspects in social media promotion that all business owners have to keep in mind. It is extremely important to create a content plan, otherwise you'll wind up scrambling for something to publish every day. It is not only about the content but also about support resources like time, creativity and money. Likewise, some interesting ideas can involve all kinds of resources but at the same time give you an opportunity to reach your goals. Braveen Kumar (2018) gives the following advice on how to create a good content mix. There are several different types of content that may include:

1. News: Information about something that has happened recently in your company or about the current and developing trends.

2. Inspiration: Encouragement to use your products or pursue a certain lifestyle, transmitted in the form of quotations or visual images.

3. Education: Lew learning that you share with your customers in the form of some tutorials, statistics and facts or how-to posts from your blog or YouTube channel.

4. Product/promotional posts: High quality images of the products produced by your company, demo videos, testimonials, or feature explanations can ultimately lead you to getting your sales increased. The materials can further be used as ads after you create them.

5. Contests and giveaways: A contest or free download in exchange for an email is a great way to promote something of value to both you and your target customers other than your products.

6. Customer/influencer features: Images or videos featuring your customers or the people they follow.

7. Community events: Make the local community aware of all meetups, fundraisers, or learning opportunities offered by your company, especially if you're a local business.

8. Q&A: Keep in touch with your audience by asking your audience a question or making a request to elicit responses, such as 'Tag a friend who's always late", or answer a common question that you get from customers.

9. Behind-the-scenes: Share how you produce your product or what you're doing to stimulate your business to offer some transparency that your audience can relate to. Giving your customers an opportunity to have a look into the people who stand behind your business can go a long a way to create trust or build your personal brand as a founder.

10. And more: Be creative and try to come up with a content mix that makes you different from your rivals.

In addition, Kumar (2018) recommends starting with 5-7 content archetypes to manage the content. Regarding WCC, the most important features to follow can be the news, product/promotional posts, contests and giveaways, community events, and behind-the-scenes.

Another important aspect is how to create content. When you create something for your social media platform it is important to remember that you provide visual content, even if you are not a professional editor or designer. There are some useful apps that can help you make your content more attractive. Organizations or individuals can use such services like Canva - a graphic-design tool website, UNUM – a free app for planning you content in Instagram, and you

can also create a posting schedule, VSCO – an editing app used for creating more interesting content. Always keep track of your aims. It is important to connect your content mix with the interests of your target audience and your established goals. It helps to adjust your strategy if your results don't correlate with you expectations. Finally, curate and create. To avoid becoming overwhelmed by creating original content, try to curate and remix content as well. Be sure to tag, credit your original sources, and ask for permission if you're unsure.

In addition, it is significant to prioritize channels for your social media strategy. Each social platform has advantages and disadvantages and can be used for a specific type of content. Prioritizing can help to focus on your target audience's needs and support your content archetypes and your goals. Let's consider some examples of how different media platform can be used.

Facebook can be an incredibly powerful way to use social media for advertising. It's a database of information that you can use to deliver targeted ads to your ideal customers. Instagram lets you post images and videos, which are discoverable through hashtags. In addition, there are Instagram Stories and Instagram Live, which let you post photos and videos with a 24-hour lifespan or share moments in real-time. This gives you the unique option of keeping your Instagram feed consistent and clean, while using Stories to test out ideas and share behind-the-scenes glimpses. Unlike the channels above, Pinterest has a clearly defined user base consisting mostly (70%) of women with disposable income. It's not for every brand, but it's a product-friendly platform for those that are a good fit. If you're in the fashion, handcrafts, or home decor space, you'd be missing out an opportunity of traffic and sales here through both organic and paid tactics (Kumar, 2018).

It is obvious that any creative activity is a flow of random ideas that are quite hard to schedule. But for regular business perspectives creativity is important. Organizations need to collect interesting ideas and then develop them and create content plans. It gives you an opportunity to monitor your ideas and assess the current state of affairs.

Analytic Opportunities of Shopify

One of the current trends in information technologies is a cloud-based service. There are three main types of cloud architectures: Software as a Service (SaaS), Infrastructure as a Service (IaaS), and Platform as a Service (PaaS). SaaS architecture has significant value as it provides key features that make e-commerce easier to use by businesses. Thus, SaaS architecture gives an access to applications and software based on subscription model. Organization that provide this service are furthermore responsible for management, installation or updates of software, data security, and service accessibility on different types of devices and from all over the world. All these characteristics make such type of cloud solution popular on the market. Using such an architecture model allows customers to focus on their own brand and marketing.

Shopify is an e-commerce platform for online stores that is based on SaaS cloud based solution. As a SaaS service, Shopify has five different types of plans. There are the following plans: Shopify Lite, Basic Shopify, Shopify, Advanced Shopify, and Shopify Plus for large businesses. Each plan considers not only different monthly pricing, but also different analytics and reports opportunities. In today's world, there are lots of services that provide analytical opportunities for your online store or website. However, Shopify has their own solutions that vary from the chosen plan. Analytical opportunities for each plan are represented in Appendix B.

According to the Shopify official web page, there are the following analytics and report opportunities that are available for customers: overview dashboards, live views, finance reports (including taxes and payment), acquisition reports, behavior reports, marketing reports, sales reports, profit reports, customers reports, and custom reports. In addition, if you upgrade your plan, additional reports will provide data from the beginning of using the platform.

Overview dashboard provides basic metrics that perform customer's activities and activities in the store (Shopify Help, 2018). Dashboard consists of such metrics as average order value, online store conversion rate (percent of sessions that lead to an order), online store sessions by device type, online store sessions by location, online store sessions by traffic source, online store sessions from social source (number of sessions that directly come from social media platforms), repeat customer rate, sales by POS location, sales by social sources, sales by staff, sales by traffic sources, top landing pages, top product by units sold, top referrers by sessions, total online store sessions, total orders, and total sales (Shopify Help, 2018).

As for a marketing perspective, we highlight the following metrics as more direct. Online store sessions from social source data introduce how social media sources help businesses invite new customers using a direct link from the page. This metric allows analysis of marketing efforts and evaluating prioritization in social media canals. The top products by units sold metric helps to understand what products customers prefer more and this information is useful when creating content mix because it helps to generate marketing ideas for a particular product and be more specific. Finally, total online store session helps you evaluate customers' activity in general and allows the user to track customers' activity over a stated period of time, e.g. over one day,

etc. Another advantage of this metric is that it correlates with your marketing strategy and helps to create a content schedule.

Live View report allows monitoring activity in online store in the real-time (Shopify Help, 2018). Thus, the report consists of information about current online visitors, today's total number of sessions and current behavior in the store (number of visitors that have added something in the cart in the last 10 minutes), real-time page views (pages that have been viewed in the last 10 minutes). Real-time data helps to track all changes in the customers behavior and react faster in the rapidly changing environment.

Finance reports present all key metrics for your business (Shopify Help, 2018). Through a finances summary, it generates a page short overview of important criteria that are available. At the same time, related reports include detailed reports for each parameter. The finance piece is one of the most significant as it represents how successful business is and tracks changes in the finance area (Shopify Help, 2018).

Acquisition reports enable users to monitor their customers' behavior as they provide visual information about the number of visitors and sessions based on the cookies technology. Three types of reports are available in this section: sessions over time, sessions by referrer, and sessions by location. Part of this information is also available through Dashboard but these reports give you more detail. Thus, sessions by referrer help to determine which information resource drives the main share of traffic to your store (whether it is Google, or one of social media platforms). Such analytics data is focused on current marketing efforts and how marketing campaign can be changed to invite more traffic.

The next analytic part is Behavior reports. Behavior reports include information about your store that may help to market products better, promote products to the target audience and increase average order total (Shopify Help, 2018). For the Basic plan, all reports are available except Website cart analysis. Summary of customers behavior is available through the Dashboard but reports allow users to make various manipulations with data, sort by parameters and find trends in the data.

For the Basic Shopify plan only one marketing report is available (Shopify Help, 2018). So, higher level plans give more opportunities to evaluate your marketing campaign and take measures aimed at improving your business. Within the Basic Shopify plan four types of report are unavailable, but Shopify policy makes planned changes very flexible and if you realize that more analytic opportunities are necessary, you can change your plan for a higher one. In this case, all new reports will be created based on your previously processed data. Thus, this characteristic of the platform makes Shopify useful for small and medium businesses as all necessary options are available in one platform. Integrated character of the platform makes your business more centralized.

Chapter 3

Data Summary

This chapter summarizes data collected from phone interviews with three galleries who have online gallery stores: In Tandem Gallery in Bakersville, NC, Penland Gallery in Penland, NC and Society of Arts & Crafts in Boston, MA. All three stores have their store on different online shopping platforms: Shopify, Woocommerce and Square Space.

In general, the three stores agreed that the biggest challenge with the success of an online store is the amount of time it takes to promote, advertise and maintain it. The more time and people that are devoted to the online store the more successful the store will be reaping a higher return on investment. From producing high quality photography, to maintenance of inventory, to advertising/promoting the artists' pieces, to working on store related activities, managing the online store can take 3-4 hours per day, according to In Tandem Gallery.

In Tandem Gallery, with a target audience of 30-50 year olds, appeared to be the most successful online store of the three selling 25-40 items per month. This gallery has 9K followers on Instagram and 1.6K followers on Facebook. The gallery owner manages the online store and has found that Instagram posts are the most effective for driving people to the online store. She focuses her online store marketing towards Instagram, posting three times per day. In the past, she has "boosted" her Instagram ads with paid promotions, but has stopped paying for ads on social media because she has found this method of advertising ineffective. Other marketing focus has consisted of posts on Facebook, press releases, periodically running a paid advertisement in an art/craft magazine and also promoting the store in a newsletter that is distributed to 200 people. The newsletter which usually announces a show/exhibition drives

people back to the online store and produces approximately 7-10 sales. Their most popular online item is mugs.

The In Tandem Gallery owner states that her biggest challenge is marketing the online store, constantly promoting the artists and producing quality photographs of the items. She does not remove "sold" items from the online inventory. These items remain on the store website and have an "item sold" sign on them. Handling sold inventory this way allows site visitors to view artists' work.

Penland Gallery's target audience is focused on people who know the artists' work or who have visited the physical gallery, go home to think about the item and then visit the online store and make the purchase. In general, this gallery has a following of "artsy" people. Penland's top seller online is jewelry and they promote the online store through social media, by driving the consumer from the website and social media to the online store. They target their 14K Instagram followers and sell between 3-4 items from the online store per week. Their sales usually tie back to a Focus Show or an exhibition. The items from these exhibitions are uploaded to the online store and usually sell within 24 hours. The Focus Show items are left online even when sold so people can look at the artists' work. The online store website is printed on all of the gallery's printed material.

The number of items listed on the online store is driven by how much time is available to devote to the photography which is performed by volunteers. They believe that if they could devote more time/people to the online store, they could yield a higher profit.

Society of Arts & Crafts uses Shopify for their online store and, after having it up and running for two years, they are currently undergoing a reconstruction of the online store. They

determined that the initial store was restrictive and they did not like the layout. They hired

someone to help them fully understand the components of Shopify and suggest utilizing all

training that Shopify has to offer. In their online store, jewelry moves the fastest. Also, shawls,

glasswork, mugs/cups and ornaments during Christmas are big sellers in their online store. Their

promotion efforts include "free shipping", knowing that the store has to consume this cost. They

run paid advertisements on Instagram (4.8K followers) and Facebook (6.3K followers).

Additionally, they promote during national retail holidays (Appendix D), and have found

marketing around Mother's Day to be particularly successful. One other challenge they have is to

successfully convey "who they are and what they represent" through photography that is viewed

at their online store.

To reiterate, all three stores agreed that the time devoted to the online store will reap

reward, but there needs to be dedicated staff/interns to focus on photography and

marketing/promoting the artists. Refer to Appendix E for the interview results displayed in a data

chart.

Chapter 4

Salient Issues - Online Shopping

November 1, 2018, Worcester Center for Crafts received recommendations based on the trends in online shopping and the online art market. With almost 80% of Americans reporting having bought something online, the move to an online retail space was critical for WCC (Smith & Anderson, 2016; Zejnilovic, 2018). This move to an online platform allowed WCC to expand their audience and as a result increase their sales. WCC also needed to be cognizant of how online shopping is being done. A large percentage of Americans, about 50%, make purchases on their mobile devices (Smith & Anderson, 2016). The sale of online art through mobile purchasing has also increased from 2014 (Hiscox, 2018). Because of this, it was recommended that WCC make their online store mobile friendly. This would help take advantage of this market and make it as easy as possible for consumers to purchase their products.

Data around social media use also helped formulate the recommendations made to WCC. Many young people are using social media to make purchases (Smith & Anderson, 2016; Zejnilovic, 2018). Therefore, if WCC wanted to expand their market to a younger audience they would need to find a way to reach this customer base. Social media was an easy, and low cost way to achieve this goal.

Additionally, how often people shop online was also considered in order to make a recommendation about how often WCC should rotate their inventory on the site. It was found that few people shop more than a few times a month (Smith & Anderson, 2016). Therefore, it

was decided that WCC should aim to rotate their inventory once a month. That way the inventory is consistently fresh for those that may return.

The effectiveness of product reviews was also considered. The research shows that product reviews do impact consumer decisions (Smith & Anderson, 2016). Therefore, the project team recommended to WCC that they include product reviews in at least some capacity whether that be on the Shopify platform, Facebook, or Tripadvisor. This could help encourage some buyers who are contemplating buying a product.

While general trends were analyzed, specific trends to the online art industry were also considered in order to provide WCC with the most accurate suggestions. Online art sales are increasing overtime and is projected to be a $9.58 billion dollar industry by the end of the decade. Less expensive items (under $10,000) are the most frequently purchased products (Hiscox, 2018). For WCC, the move to online gallery store makes perfect sense. With the online art industry on an incline, WCC should take advantage of this trend. The recommendation was to showcase items of different price classes on their website to attract a wide variety of customers. Specifically, they should include some of their less expensive items on the website. Their most expensive items would be more successfully showcased in their physical gallery store.

Buyers also tend to return for more art. This reiterates the importance that WCC needs to make sure that they are rotating their inventory on a fairly consistent basis. As mentioned before, the recommendation is that their inventory be updated or rotated about once a month, as consumers do not tend to buy online more frequently than in store. For buying online art specifically, the frequency is even less, with most people only buying every couple of months

(Hiscox, 2018). However, keeping inventory fresh and new prevents people from returning to the

site and seeing the same items they saw during their last visit.

Research also demonstrates that social media is important to marketing online art sales.

For the art world, Instagram seems to be the most influential platform, with Facebook coming in

second (Hiscox, 2018). Art consumers use Instagram to discover artists, buy art and follow their

favorite artists (Hiscox, 2018). It is critical for WCC to understand the importance of their social

media presence, and how it can contribute to online sales. First and foremost, WCC needs to

build up its social media following (Adams, 2016; Lazazzera, 2018). It was recommended that

they increase the frequency of posts, and "like, comment, tag and share" more in their posts and

in other organizations' posts to help build a following. It was also recommended that they use

popular hashtags. Tagging featured artists in social media posts is critical to attracting that

artist's audience to the online store (Lazazzera, 2018). It was recommended to WCC that they

spend a greater portion of their advertising dollars on Instagram rather than on Facebook, as that

is where their audience is more likely to spend their time and where they will purchase art

(Lazazzera, 2018).

Research also showed that online gallery stores have a wide range of success. Some have

found only about 30% of their sales are from online purchases while others it is as high as 50%

(Hiscox, 2018). The ones with the greatest success have found that using third party

marketplaces are effective. Worcester Center for Crafts is using Shopify as their online store

platform. Given the data around third-party vendors, they could find great success with this

channel. Online gallery stores are struggling to get repeat customers. This means WCC will

either have to try to consistently acquire new customers, or come up with a system or inventory that encourages repeat sales.

Instagram is the most favorable social media platform to grow a successful online business (Adams, 2016; Lazazzera, 2018; Zejnilovic, 2018). Instagram's User Interface (UI) make it most attractive because of its clutter free appearance offering an online business marketer better customer engagement (Zejnilovic). The key to building a successful business on social media, specifically Instagram, is to build a large base of engaged followers which takes time, but the benefits are fruitful. To build a base of engaged consumers, it is important to genuinely convey your passion and inspire others through your posts. Be consistent and precise with your interaction on Instagram. Adams (2016) admits that it takes a long time to build a large engaged following, but it can be done. The base of followers can increase fast when users within a community give a shout out to other user in the same niche. So, it is important to network with influencers and other users in the same industry (Adams, 2016) and be direct and ask your audience to follow you (Lazazzera, 2018).

Another important element to building a thriving online business is to develop relationships by commenting on other posts and engaging in conversation (Adams, 2016. Lazazzera, 2018). Be thoughtful, consistent and frequent with posts. Liking, commenting, tagging, and sharing should be done consistently and are all important activities to do on Instagram to build your base of followers (Lazazzera, 2018). Identify key hashtags for brand, products, location, events, and holidays and keep them organized in an easy to access note-keeping application. Review and analyze the trends of your followers and make changes to accommodate their patterns and habits. Instagram has free business analytics that can be used to

understand users patterns. There are other platforms such as Iconosquare that also provide more detailed analytics of industry trends (Lazazzera, 2018). Instagram offers free webinars for users to learn how to grow their business.

Instagram has many components that can help a person or business grow their engaged base of followers (Lazazzera, 2018). For example, Instagram offers a variety of videos options. There are multiple ways to post images from a single image, to grid format, to posting multiple images where the users swipes to see more pictures. Stories are another good option to attract and interact with new users (Bradford, 2018). In addition to consistently posting engaging images and videos, it is important to understand other features and how they affect your consumers. Filters and the timing of posts can add to the attractiveness and success of a post (Lazazzera, 2018). This is where understanding your consumer's patterns through Instagram business analytics is very critical (Lazazzera, 2018).

Developing A Marketing Plan

In today's world, all organizations are faced with working with information technologies. Worcester Center for Crafts uses social media to promote its products, artists and to announce upcoming events. In this case, WCC is introducing a new component to their business structure, an online store. Establishing an online store will offer WCC another source of revenue. Ninety six percent of American people prefer online shopping (Wallace, 2018), so online stores are the way to increase sales. The role of the Capstone team is to research and present a marketing plan to rollout the new online store.

Part of the process of developing a marketing plan for the new online gallery store is to conduct a SWOT analysis (Appendix C). Fallon (2018) explains that a SWOT analysis examines strengths, weaknesses, opportunities and threats of an organization and going through this process helped the Capstone team gain a deeper understanding of WCC and the opportunities that exist with an online store.

The team's analysis identified some strengths of WCC as offering unique American handmade crafts, the ability to deliver products directly to consumers, loyal base of consumers, established and well respected business in Central MA, the ability to offer classes to students and families, and dedicated staff. The opportunities that exist for WCC moving to selling handmade objects through an online store are that there are no major competitors, the online art sales market is on the increase (Hiscox, 2018), moving to online sales allows consumers outside of the local area to experience owning a unique piece of art offered at WCC and potential source of new revenue. The weaknesses identified in the SWOT analysis include a limited budget, high shipping costs, the lack of dedicated staff to handle all of the components of managing an online store and the art items are expensive. Lastly, some threats the team identified include risks associated with shipping these items and machine made products are less expensive.

According to the literature observed in Chapter 2, contemporary trends summarizes the ideas important for any marketing campaign. Social media marketing has become an integral part of any business. Thus, we can highlight five significant steps for social media marketing. These are the following pillars: set goals, determine your target audience, create content mix, choose available channels, and process your strategy efficiently (Kumar, 2018).

The first step is to set goals as it is completely unproductive when an organization has no idea what they want to achieve (Kumar, 2018). However, following SMART criteria makes the process of setting goals more formal and well structured (Chaffey, 2018). SMART criteria can be described as Specific, Measurable, Achievable, Relevant, and Time bound (Chaffey, 2018). Thus, we set particular goals for WCC on how many followers they should have.

The next step that our team successfully took was to choose target audience (Kumar, 2018). That part of the project involved recommendations about how to invite International students, and how to present products to the universities' communities. Our recommendations in this issue are based on the Clark University International students community, but they can be applied to other communities as well. Thus, this strategy correlates with WCC mission and allows them to promote American art all over the world.

Creating content mix is the most resource-consuming issue in the marketing campaign. Braveen Kumar, the Content Creator at Shopify, provides different types of content details that can be used to create interesting and high-qualified content. Based on his recommendation, a company should be focused on 5-7 content archetypes at a time to manage the content (Kumar, 2018). Regarding WCC, the most important features to follow can be the news, product/promotional posts, contests and giveaways, community events, and behind-the-scenes. There are lots of available channels for social media marketing in today's world and each of them has advantages and disadvantages. Thus, according to the specification of WCC products and based on the latest research, Instagram is the most successful social media platform for promoting arts and crafts. The next social channel is Facebook because it covers different target groups and has the biggest number of users (Lazazzera, 2018).

Last but not least, when a company understands its goals, target audience, and how to use different media channels, it is also critical to manage and schedule a social media calendar. Working with customers and engaging with social media followers is a day-to-day function (Kumar, 2018). It is extremely important to plan content not only about pictures, but also about how to make content more inspiring for people (Kumar, 2018). In that case, some good ideas may involve additional resources like money and time. Creating a following of loyal consumers on social media takes time and trial and error. Based on the research, the Team has provided a detailed plan of how to start and continue this process (Appendix A).

Analytics

The Shopify platform provides analytics offering insightful information to understand customer trends and improve marketing efforts. Example of these reports can be found in Chapter 2 and Appendix B. Some advantages of the Shopify platform including the flexibility to upgrade your plan which to receive more analytical options, and the creation of additional based on existing data. According to the list of reports the Basic Shopify plan has, all functions required to analyze your business (Shopify Help, 2018). Also, Shopify provides detailed description of how to use available analytics tools and how they interact with marketing strategies (Shopify Help, 2018). Thus, analytical part includes such useful metrics like online store sessions from social sources that help to compare what type of social media channel provides more traffic to the store (Shopify Help, 2018). Top products help to understand what people prefer and what would be more interesting to use for content mix. A wide range of analytical reports allows for the ability to not use additional systems like Google Analytics and Socialbakers that require more money, time, and skills. In addition, it is also important to use

free analytic options in Instagram and Facebook, as they give you more data in different types of

visualization that can help to work with information more effectively.

Reflection

       Collaborating with the Worcester Center for Crafts to create and propose a marketing

plan for their online gallery store, has been a rewarding and successful experience. The

Capstone Team members have gained a deeper appreciation for the history of this well

established organization. Founded in 1856, WCC was established as the Worcester Employment

Society to teach immigrant women how to produce handmade crafts to sell. WCC is a nonprofit

community-based art establishment that supports entrepreneurs, provides instruction about

various craft mediums and showcases and sells American handcrafted objects. In fact, WCC is

the only organization in the Worcester area that exclusively sells American handmade crafts.

       The Team agreed that WCC is a hidden gem not only in Worcester but in the US,

offering sophisticated American handmade craft objects from over 300+ artists. The Team's

high regard for the elegance and uniqueness of each handcrafted object compelled the team

members to research and understand how to most effectively market the WCC online store.

       The Team also understood and respected the importance of this project to the livelihood

of WCC and the assignment was taken very seriously. Effective collaboration and successful

communication were important components for all team members.

       The research and literature revealed interesting findings about online shopping through

various social networks, specifically Instagram. It also disclosed that the younger population is

shopping for art online and that this market is on the increase.

The Capstone Team is confident that their proposed marketing plan will boost traffic and sales through the online WCC gallery store.

Lessons Learned

The Capstone Team had a lot of "take-aways" from this project. Working both within a team and with the client provided opportunities for professional development. An important take-away from this project is learning how to delegate roles and responsibilities. Within our team, someone stepped up as project manager, others assumed responsibility for being the "editors" of the written work, another person was responsible for reserving the meeting room. All team members made conscious efforts to attend weekly team meetings, volunteer to research and write various sections of the report, share ideas and complete work in a timely manner.

Our team is composed of students across multiple graduate programs, some focusing on obtaining a Master of Science in Information Technology while others are completing a Masters in Public Administration. As a team, we analyzed how to best utilize our skills and knowledge in order to create a successful project. Each Capstone Team member identified their own strengths and chose segments of the project where they would find success. We also helped mitigate each other's weaknesses. For example, students whose first language was not English were supported with their language and writing by the students whose first language was English. Those members who did not consider themselves "tech savvy" were supported by those team members who felt that technology was their strength. Our team became strong by playing on our strengths and helping each other with our weaknesses.

We also learned a lot about group communication and collaboration. Team communication channels consisted of email chains, group text messages, and weekly in-person

meetings. The project manager created meeting agendas and produced minutes that were distributed after each meeting. The communication channels remained open during the life of the entire project. There were moments where some team members were unclear about research findings, assigned tasks, or just needed general clarifications and support. On the flip side, we also learned how to advocate for ourselves and seek clarification as needed. Things were explained differently in order to help all team members understand the matter at hand. Constructive feedback was provided and accepted through the editing process, during group meetings and over email. We felt our group operated fairly smoothly, so we did not have any grievances that we needed to voice with each other.

The team also enhanced time management skills. Not only were we required to meet specific deliverables for our Capstone, the client also asked for our recommendations with an October 30th deadline. Therefore, we had to make sure that we were completing assignments in time to meet the clients' needs. A schedule was established early in the process to ensure we understood expectations and met deadlines. At each weekly meeting we set goals for the following week. All members had vastly different schedules which often presented a challenge. However, we did find a few windows of time during the week that were amenable for all members to meet. Team member also had to learn how to manage their own time in order to complete assignments and meet deadlines. Interdependence among team members and assiged tasks helped to keep the group on schedule and meet established goals.

This project afforded each team member the opportunity to enhance communication and customer service skills. We implemented our theoretical in-classroom learning and applied it to

the real world. Overall, it was a great experience to work with this team and produce a high quality product that will help a client with a specific goal.

Chapter 5

Recommendations for Client

The Clark University Capstone Team consisting of six graduate students researched and developed a comprehensive marketing plan proposing detailed recommendations (Appendix A) with proven ways to reap the benefits from a newly created online store at the Worcester Center for Crafts (WCC). An outline of the marketing plan was presented to the client on Thursday, November 1, 2018. The Team is recommending parallel marketing efforts to 1) promote the newly created online store, *The Gallery Store*, and 2) to grow the base of engaged followers on social media platforms, with a heavy concentration on Instagram.

With 700 million Instagram users, this social network is considered the most effective channel for generating a significant return on investment (Zejnilovic, 2018) and the Team is recommending that this network be the primary focus for marketing the online store. Although Facebook has more users, Instagram's platform affords businesses the opportunity to build a better brand image through ease of use and penetration of a specific target audience(s). Most Instagram users access the website primarily through an app on their mobile devices and have become accustomed to a clutter-free website, viewing only images and videos, an attractive attribute of this social network (Zejnilovic, 2018). People on Instagram don't even realize they are viewing advertisements and, unlike television or radio, the user cannot change the channel.

WCC currently has 2.1K followers on Instagram and 5.6 followers on Facebook. The parallel marketing efforts will focus on increasing the base of engaged users on Instagram and

driving potential consumers to the online store. In order to do this effectively, we recommend a staff person spend four hours per day on these activities. This may involve hiring an intern or writing a grant to support a part-time person.

International college students are the target audience for the launch of this marketing plan. Since the Capstone Team has several members who are international students, it was agreed upon that this population would be highly motivated to purchase an American handmade piece of art to take home with them as a remembrance of their time spent in the US. The Team thought this would be a strong demographic to launch the store with. This means that efforts need to be focused on growing and engaging followers from this demographic. Sixty percent of Instagram users are between ages 18-29 and align with the recommended target audience (Smith & Anderson, 2016).

The Team recommends taking advantage of the free webinars and business analytics offered by Instagram. These tools along with specific recommendations outlined below will help to grow the base of social media followers on Instagram. Effectively using these tools will translate to increasing engagement on other social media platforms but the primary focus should be on Instagram, because research shows that is the best platform to build a brand and target consumers (Zejnilovic, 2018). With a current following on Instagram of 2.1K followers, the Team recommends an increase to 5K followers by January 2019, and 15K by June 2019. This base of followers should continue to grow and future goals should be established.

One method to increase engage users starts with being more interactive on Instagram by "Following, Liking, Tagging, and Commenting" on more pages (Lazazzera, 2018). Identify which Instagram pages are important for WCC to engage with that will help grow their base of

engaged followers. This would include pages that are industry related, competitor's pages, pages of influences in the art world and other galleries, museums and art stores. The below Instagram pages are examples of recommended accounts for WCC to "Follow, Like, Tag, and Comment". They include the name of the user account and the number of followers:

@Banksy (4.8M), @colorbyfeliks (404K), @artsbeautifulx (312K), @artwork_in_studio (274K), @museummammy (225K),@arttabbi (188K), @love_ceramic (137K), @justinonealart (82.8K), @staystrongbewild (72.1K), @arttyco (65.5K), @artbydenix (28K), @dfcustomknives (12.1K)

Another recommended method to increase the base of followers is to identify and strategically use key hashtags (Lazazzera, 2108). A list of key hashtags should be developed for the WCC brand, specific to the product and location and it is recommended that these hashtags be organized and stored in an easy to access note-taking app such as Evernote (Lazazzera, 2018). Below are recommended hashtags along with the number of times used on Instagram. It is suggested that careful selection and use of these hashtags correlate with WCC social media posts. Identify the hashtags that are important and useful to WCC, and store them in an easy to access location, and then use as needed depending on the post topic (Lazazzera, 2018).

#art (418,936,772), #handmade (135,104,690), #artist (111,582,294), #artsy (20,153,339), #artistsoninstagram (17,235,466), #arts (12,436,520), #handmadejewelry (9,699,637), #artists (9,052,934), #weddinggift (2,077,129), #loveart (2,122,156), #artworld (1,084,421), #art_spotlight (2,752,274), #artgallery (10,854,309), #artmuseum (1,022,526) #artshop (195,142), #artshopping (18,655) #shopandmade (2,009,510) #handmadecrafts (270,924), #porcelain (2,091,053), #handmadeart (288,784), #uniqueart

(184,564), #unique (15,706,128), #enamelpin (718,564), #onlinegallery (91,119),

#artwork (62,788,555) #artreview (34,947), #artshop (195,142), #internationalstudents

(154,051), #ceramics (6,498,985), #ceramic (3,283,396), #ceramicsculpture (238,867),

#mug (5,067,323), #cup (4,744,356), #handmadecrafts (270,926), #handmadeceramics

(125,657), #uniqueshop (20,599), #uniquejewelry (598,023), #uniquegifts (567,413),

#weddinggifts (314,151), #weddinggiftideas (56,568), #hostess (702,127), #hostessgift

(106,484), #specialgift (515,398)

#worcester (599,509), #worcesterma (132,438), #centralmass (36,351), #massachusetts

(3,369,839), #newengland (4,469,952), #newenglandlife (122,049), #newenglandstyle

(55,193), #newenglandhome (15,565), #newenglandwedding (103,020)

By incorporating the recommended plan to increase interaction and grow the base of

followers by "following, liking, tagging, and commenting" on posts along with strategically

using identified key hashtags, the Team suggests revisiting previous WCC posts to add a

comment with a key hashtag (Lazazzera, 2018). This will start to generate more conversation

and increase the base of Instagram followers (Lazazzera, 2018). WCC needs to become more

active on international college student pages by following, liking, tagging and commenting.

Another method for building a base of followers on Instagram is to take advantage of the

opportunity to post videos, Boomerang videos and stories. Additionally, the use of popular filters

when posting images has an impact on interaction of users. According to a report by Lazazzera

(2018), Mayfair, Hefe and Ludwig filters have the most engagement from Instagram users.

Interaction with users will also increase depending on the timing of the post. IconoSquare, an

analytics resource for Instagram, allows businesses to analyze the details of the timing of their

post and determine when their posts are most effective for their community (Lazazzara, 2018).

WCC should also aim to convert their Facebook followers over to Instagram. This can be

done by asking people on Facebook posts to follow WCC on Instagram and provide the user

account. Also, indicate social media icons on all WCC correspondence, both written and

electronic. Take every opportunity to ask people to follow, like, tag and comment on social

media, especially Instagram.

Current news trends or national holidays are a great time to engage in conversation on

Instagram and other social media networks (Campbell, 2018). WCC should also promote posts

on holidays and months that support activities around WCC products. For example, post images

and videos of cups/mugs on #NationalCoffeeDay in October or use the entire month of March

which is national craft month to market various handmade craft items. For an extensive list of

online national holidays, see Appendix D.

When creating Instagram and Facebook posts about objects in *The Gallery Store*, WCC

should convey their passion for the artwork and inspire others by driving them to visit the online

store. They should also aim to post at least 2x/day and vary the posts, with images and videos.

They also should post short boomerang videos, video of an artists creating their masterpiece, or

post videos with people, wearing jewelry, for example. The store website should be listed on all

posts and correspondence. Lastly, WCC should identify key hashtags and tag people, influencers,

competitor's stores pages and other museums. It is also important for WCC to carefully craft

their wording on posts to convey the elegance and uniqueness of each piece of artwork. A list of

suggested slogans/taglines to be included in posts is listed in Appendix C.

The target audience of international college students will be piloted at Clark University and this can be used as a launchpad to expand and reach more individuals in this community. Clark has agreed to notify and promote *The Gallery Store* to its international students population. WCC will create a digital advertisement of the online Gallery Store which will be emailed to the international student community, there will be an advertisement posted in the online newspaper, *The Scarlet,* and there will be an opportunity to share information about the store at the Clark International Students' Association Meeting. WCC will continue to grow their base of followers of the international college community by researching colleges and posting, liking, tagging, and commenting on these pages. They should also build relationships in this online community by engaging in conversations.

In order to advertise the *The Gallery Store,* WCC can utilize advertisements created through Facebook and Instagram. These ads help increase how much exposure posts get and allows WCC to expand their audience. The main focus of advertisement should be Instagram, as that is where art buyers are more active (Hiscox, 2018). In advertisement creation, displaying products is shown to be effective. Posts with people are shown to be even more effective. As a result, it was recommended to WCC to use pictures that feature items with people. An advertisement can be created on Instagram using the "check out our website" option, which will include a hyperlink directly to the online store. When selecting the demographics it is best to target 18-45 year olds, women and to add interests such as art, fashion/style, fine arts/culture, and decorating. The cost for this type of advertisement can be as low as a dollar a day. It was recommended to WCC that they boost their advertisement 2 days during the week.

While more time and money should be allocated to Instagram, Facebook advertisement still might help increase sales. The objective of this advertisement should be conversions, as the goal is to get people from Facebook to visit the online gallery store. For Facebook, the recommendation was to advertise once a week. The demographics and interests should be the same as Instagram.

In order to increase the amount of followers on Instagram and Facebook, WCC can utilize the share, like, comment and tag friends features on these social media websites to create raffles. By utilizing these features, the post gets more exposure. For users that use some combination of the above features, they will be entered into a raffle for a $10 coupon for the online store.

Finally, WCC should utilize resources and all training that Shopify has to offer. Also, Instagram offers free webinars and business analytics that should be used. WCC can also examine data on Shopify and Instagram business analytics to learn about and understand WCC customer trends in purchasing and social media engagement. They can also utilize Iconosquare as another resource that provides analytics on Instagram trends and could possibly take advantage of the free trial they offer.

WCC should also encourage consumers to add reviews on all media. Currently, WCC has pages where consumers can leave reviews on Yelp, Trip Advisor and Facebook. They should read, listen and respond to these reviews.

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Appendix A

Capstone Project - Worcester Center for Crafts

Marketing Plan Recommendations

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Clark University School of Professional Studies

November 1, 2018

Summary

The Worcester Center for Crafts (WCC) engaged with Clark University graduate students to obtain assistance with the development of a marketing plan to promote their new online store. Their store, *The Gallery Store*, has physical space at their main location, 25 Sagamore Road, Worcester, MA and hosts handmade objects from 300 American artists. This physical store will remain open for business while a new online store creates an opportunity as another source of revenue for WCC.

The Capstone team, consisting of six graduate students, researched and developed a comprehensive marketing plan providing direction and recommendations with proven ways to reap the benefits from an online store. The focus of the marketing efforts will be through social media platforms, especially targeting Instagram. With over 700 million Instagram users, this marketing channel provides an opportunity to focus on a specific target market at low or no cost advertising to help build and grow a loyal engaged audience (Zejnilovic, 2018).

WCC currently has 2.1K followers on Instagram and 5.6K followers on Facebook. The team recommends parallel marketing efforts to increase and engage with their base of Instagram followers and promote the store primarily through Instagram. The suggested target audience, International Students, are most active on Instagram.

The following recommendations, presented to the client on November 1st provide details on specific steps to be taken to both increase engaged traffic on Instagram and drive people to the online store. A more thorough report will be provided on December 5th at the final presentation.

Capstone Team Recommendations for Worcester Center for Crafts (WCC)

- **Commitment to Online Gallery Store**
  - Devote 4 hours per day - parallel efforts
    - Marketing and maintenance of online store
    - Growing base of followers and engaging with social media community
  - Hire an intern or part-time personnel

- **Focus of Marketing Efforts**
  - Instagram should be the focus of marketing efforts for online gallery
    - Transition WCC Facebook community to become Instagram followers.
    - The target audience is more active on Instagram

- **Grow and Engage base of followers on Instagram**
  - Currently have 2.1K followers
    - Goal - increase to 5K by Jan 2019
    - Goal - increase to 15K by June 2019
    - Continue to grow and engage
  - Steps to increase & engage more followers:
    - Follow + Like + Comment + Tag on more pages
      - Industry related pages (see list on page #7)
      - Competitors' pages
      - Art world (ie, @Banksy Instagram page)
      - Influencers in art world
      - Other galleries, museums, art stores
    - Strategically use Key Hashtags (see suggested list on page #6)
      - Identify Brand Keyword Hashtags
      - Identify Product Specific Keyword Hashtags
      - Identify Location Specific Keyword Hashtags
      - Use note taking app to organize Hashtags (Evernote)
    - Revisit previous posts and post a comment with Key Hashtags
    - Be active on International college student pages
    - Post more videos, stories, boomerang videos
    - Use popular filters to increase likes
    - Analyze engagement of timing of posts
    - Ask current Facebook base to follow on Instagram
    - List social media icons on all WCC correspondence and ask people to "follow"

- Trends, National Holidays as opportunity arises
    - Hop on trends & national holidays: tagging, hashtag, commenting
        - Ie, "Banksy" news story, #NationalCoffeeDay

- **Create Instagram and Facebook posts to announce online store**
    - Convey your passion and the inspiration you feel from the art in posts
    - Include pictures of art pieces and artists in posts
    - Produce short videos for Instagram & Facebook
    - Add store website link to all correspondence, all posts
    - Identify Tag and Keyword Hashtags (see pages #6)
    - Post 2x/day

- **Suggested Slogans/Taglines for Worcester Center for Crafts Social Media Posts**
    - American Handmade, Beautifully Unique
    - Art for the collector in all of us
    - Pieces for first time buyers to long time collectors
    - A little piece of gallery at home
    - Invest in art, invest in beauty
    - Own a piece of passion
    - Call it art, call it craft, call it essential (from WCC website)
    - Every piece has a story
    - Passion/Story in every piece
    - Everyday items to special occasions (from WCC website)

- **Target Audience**
    - International College Students
        - Tag individual international college student Instagram & Facebook accounts
            - Pilot at Clark
            - Expand to all of Worcester colleges
            - Expand to Boston/Massachusetts college communities, NYC, etc.
    - Clark International College to share WCC info with Clark International community
        - Clark emails monthly to International student community
            - Clark agreed to email International student community
        - Advertise in the online newspaper, *The Scarlet*
        - Communicate/advertise at the Clark International Students' Assoc Mtg
    - International Community

- #internationalstudents, #internationalstudent, #internationalstudentslife, #internationalstudentsusa hashtag
- College Instagram accounts

- **Advertise/Promote posts on Instagram:**
  - Posts with products are effective - posts with faces are even more effective
  - Promote using the "check out our website" option with link to the online gallery store
  - Shipping is available to locations in the US and Canada
  - **Add interests:** art, fashion/style, fine arts/culture, decorating (most popular)
    - For age select 18-45
  - For gender select women (they tend to buy more art)
  - Edit budget- can be as low as a dollar a day
    - Recommendation: boost for 2 days during the week once a week, feature different products
    - Look at insights to better understanding posting trends and tailor future posts
    - Use more dollars on advertising on Instagram.
    - **Yearly budget recommendation:** $200

- **Advertise on Facebook**
  - Create a post that features an item or person holding an item with link to online store
  - Create an add on Facebook
  - Choose conversions as objective
  - For age select 18-45
  - For gender select all or women
  - Select interets like art, style, fashion, arts, culture, gallery, decorating, pottery, etc.
  - Set budget
    - Recommendation: run a once a week ad with different products
    - **Yearly budget recommendation**: $100

- **Raffles**
  - Facebook: offer $10 coupon raffle entry by sharing a post and comment (tag 2 people) (include website link!)
  - Instagram: offer $10 coupon raffle entry by liking + commenting + tagging 2 people.
  - Recommendation: do these promotions once a month: $240

       ○ **Note: if these become ineffective discontinue**

- **Utilize Resources**
  - Shopify
    - Utilize all trainings on Shopify
    - Utilize data analytics on Shopify
      - Learn about your customers' trends
        - Purchasing trends
        - Site visits
  - Instagram
    - Free webinars
    - Instagram Analytics for Business
  - Iconosquare
    - Provides metrics of Instagram trends (try free trial)

- **Solicit feedback from consumers**
  - Ask consumers to add reviews
    - Yelp
    - Trip Advisor
    - Facebook page
    - Google

- **Suggested Keyword Hashtags and number of times they have been used:**
  #art (418,936,772), #handmade (135,104,690), #artist (111,582,294), #artsy (20,153,339), #artistsoninstagram (17,235,466), #arts (12,436,520), #handmadejewelry (9,699,637), #artists (9,052,934), #weddinggift (2,077,129), #loveart (2,122,156), #artworld (1,084,421), #art_spotlight (2,752,274), #artgallery (10,854,309), #artmuseum (1,022,526) #artshop (195,142), #artshopping (18,655) #shopandmade (2,009,510) #handmadecrafts (270,924), #porcelain (2,091,053), #handmadeart (288,784), #uniqueart (184,564), #unique (15,706,128), #enamelpin (718,564), #onlinegallery (91,119), #artwork (62,788,555) #artreview (34,947), #artshop (195,142), #internationalstudents (154,051), #internationalstudent (85,541) #internationalstudentslife (5,309), #internationalstudentsusa (, #ceramics (6,498,985), #ceramic (3,283,396), #ceramicsculpture (238,867), #mug (5,067,323), #cup (4,744,356), #handmadecrafts (270,926), #handmadeceramics (125,657), #uniqueshop (20,599), #uniquejewelry (598,023), #uniquegifts (567,413), #weddinggifts

(314,151), #weddinggiftideas (56,568), #hostess (702,127), #hostessgift
(106,484), #specialgift (515,398)

- **Suggest tagging location**

  #worcester (599,509), #worcesterma (132,438), #centralmass (36,351),
  #massachusetts (3,369,839), #newengland (4,469,952), #newenglandlife
  (122,049), #newenglandstyle (55,193), #newenglandhome (15,565),
  #newenglandwedding (103,020)

- **Suggest following, liking and commenting on these high profile artworld pages (number of Instagram followers listed):**

  @DailyArt (7.8M), @Banksy (4.8M), @colorbyfeliks (404K), @artsbeautifulx
  (312K), @artwork_in_studio (274K), @museummammy (225K),@arttabbi
  (188K), @love_ceramic (137K), @justinonealart (82.8K), @staystrongbewild
  (72.1K), @arttyco (65.5K), @artbydenix (28K), @dfcustomknives (12.1K)

- **Examples of Effective Instagram Posts & Videos**

colorbyfeliks • Follow
Seattle, Washington

colorbyfeliks "Trees of Gold" (14" x 14" acrylic on wooden log) And this is the finished piece. I hope you'll enjoy it! My first painting done on a log like this and I loved the texture of it. I'm definitely planning to use this as a canvas some more in the future. Thank you all for the tips on what I should try painting on next! 😊 👌

Load more comments

hannah_lbf_16 Working on a painting right now inspired by one of your paintings

toor_143o Wow 👌 👌 👌 👌 👌 👌 👌 sirrrr

hasule The irony.

abaquem It's so Beautiful!

celticdesign9230 😍 😍 😍 Love this!

26,589 likes
2 DAYS AGO

Add a comment...

intandemgallery • Follow
In Tandem Gallery

intandemgallery 100% Soda fired by Carolanne Currier #carolannecurrier #intandemgallery #sodafiredpottery #ceramicgallery

artyflunky Gorgeous! 💥 💐 👏 👏 👏

hands2homesstudio That orange! ❤️

cindy_percival_ceramics Absolutely awesome

taniarustageceramics Wow... these are stunning. 💜

clayartbyholly Gorgeous!

395 likes
5 DAYS AGO

Add a comment...

artbydeniz • Follow
Toronto, Ontario

artbydeniz Introducing "Let love bloom" | 40x60" or 60x40" 💕💕.... will be hard to let this one go
.
[available soon at @galeriebloom] .
.
.
.
.
.
.
.
.
#contemporarypainting #homedecorating #interiordesign #homedesign #wallart #contemporaryart #interiorforinspo #studioscenes #contemporaryartist #interiorstyle #torontoart #artstudio #abstractpainting #abstractart #inspiration #abstractexpressionism #originalpainting #colorsplsash #instaartwork #abstractartist

3,475 likes
1 DAY AGO

Add a comment...   ...

artwork_in_studio • Follow

artwork_in_studio Amazing painting! What do u think?
Artist @alena_suleimanova
.
♦Follow us @artwork_in_studio
.
♦Send mail to get featured!
♦artworkinstudio@gmail.com
.
♦check other pages:
@artworks_portrait
@art_workspace

Load more comments

dubey959 Wow awesome   ♡
stupsi92 @tuffi95 🙀   ♡
rui_olivenca 👌👍   ♡
adrian_trueman_tattoo 👌👌   ♡

14,374 likes
1 DAY AGO

Add a comment...   ...

love_ceramic • Follow

love_ceramic From @barakeepottery -
#australianceramics #ceramics #pottery
#clay #pots #texture #succulent #planter
#unique #original #artisan #glaze #blue
#green #white #lovetocreate #handmade
#plant #house #home #ceramic
#potterylove #claytalk
##potteryofinstagram #instapottery
#claycreations

narosib they are beautiful!

bobbi_cakes Really unique and lovely.
Great colors.

naturalimmersion These are pretty💜

thenonsensemaker Such beautiful
patterns ❤️

1,915 likes

6 HOURS AGO

Add a comment…

allwrappedupdecor • Follow
Northeast San Antonio, San Antonio, T…

allwrappedupdecor Oh em gee!! They
even match the color of my wooden
pumpkin trucks! I've been following
@octobertraci for awhile now and always
wonder how anyone could possibly eat her
gorgeous cookie art! THEN I open IG today
and see these *jaw to the floor*!! Girl, you
rock!! Go check her out!! It's a must,
promise!! •
•
#shopetsy #etsy #supportsmall
#bridalshower #shophandmade
#handmadeoninsta #allwrappedupdecor
#handpainted #handmade #fallfarmhouse
#woodwork #woodsign #wooddecor
#woodworking #handmadeisbetter
#handmadedecor #fallpumpkins
#pumpkinspice #weddingddecor
#birthdaygift #falldecor #weddinggift
#targetstyle #shabby #farmhousedecor

5,425 likes

1 DAY AGO

Add a comment…

catmintstudios • Follow

catmintstudios We are getting so excited for Halloween! ✨ We just HAD to get a group photo of all of the spooky pins in our collection. Check out all of these makers for even more amazing work! ⬚ Our Stay Spooky pin is sold out, but you can still grab one of our Witch Bats from our shop in time for Halloween! ⬚
.
.
.
#pingame #pingamestrong #halloweenvibes #halloween #spooky #spookyvibes #pinstagram #pinsofinstagram #pincollection #enamelpin #bats #ghosts #witchy #enamelpins #shopsmall #catmintstudios

Load more comments

sulkcrew Love the background

1,234 likes

9 HOURS AGO

Add a comment...

thebonniepotter • Follow
Chattanooga, Tennessee

View all 45 comments

thebonniepotter @thebrickkiln nice to meet a fellow Chattanoogan 😎👍. Just curious, where was I featured? I wasn't aware I was featured anywhere.

thebrickkiln @thebonniepotter on #pottery. If you don't follow you should. That's why your video has over 10,000 views. Just search #pottery. 😊

thebonniepotter @thebrickkiln thanks! I was wondering why this one was special.

ellibethr @sicahere oh ok! I will keep my eyes open!

tugcebaglann @zuykal 👍

oflaceandmaille These are absolutely amazing!

zuykal @tugcebaglann cum aynen dün

42,754 views
SEPTEMBER 28

Add a comment…   ···
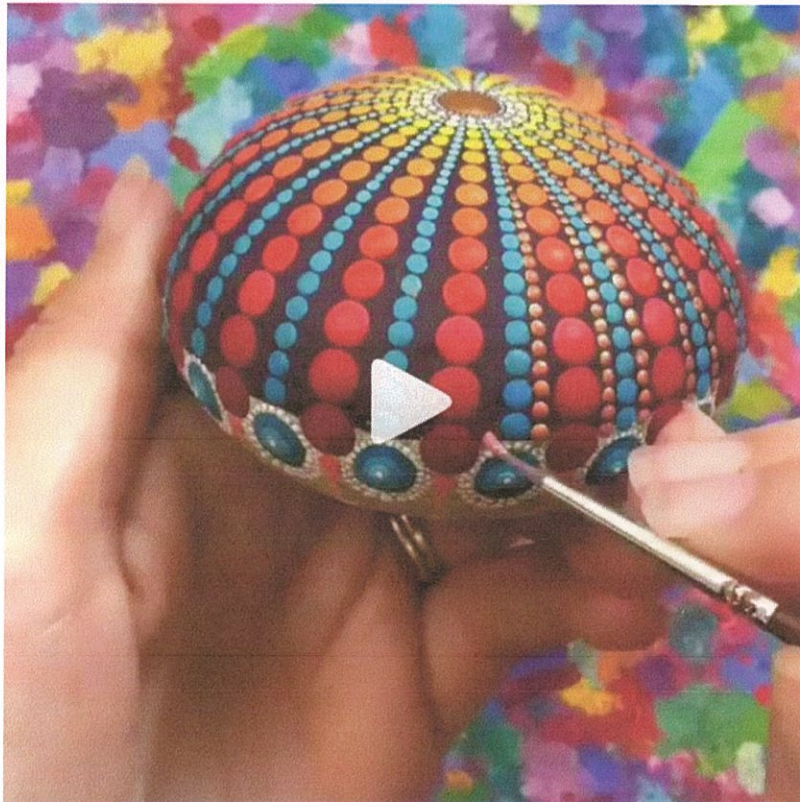
arttabbi • Follow

arttabbi   Follow The Dot!!!!!!
.
Art by @elspethmclean
.
@arttabbi #arttabbi
@tabbi.plus #tabbiplus
.
LIKE Our Content?????? HIT THAT LIKE Button!!!
.
Remember Follow us @arttabbi @arttabbi.plus for more fantastic art by fantastic artist!
.
Tag your friends below! #arttabbi #tabbiplus
.
#artshelp #artoftheday #mangadrawing #art_collective #sketchwork #design #color #drawings #inspiration #graphite #paint

7,494 views
7 HOURS AGO

Add a comment…   ···

donald.a.garcia • Follow
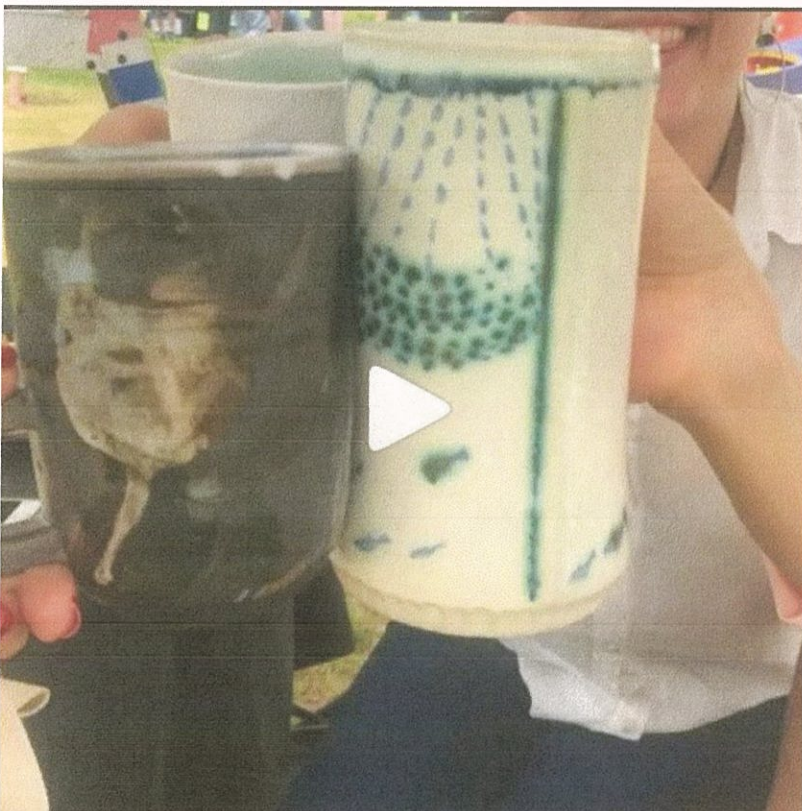
donald.a.garcia 🎉 @adamfieldpottery 🎉
Read the original post below. · · ·
✨🏺✨ Large coil/paddle Onggi style jar
from a few weeks back at in Long Beach,
CA. 350 pounds of clay (8 pounds per coil),
10 hours from start to finish, 9 years
practicing this technique. . Big thanks to
Kevin Davison on the video edit!
DoubleTap & Tag a Friend Below ↘
💋
😍
💟

1,493 views
15 HOURS AGO

Add a comment...   ...

AC societyofcrafts • Follow
    Watershed Center for the Ceramic Arts

societyofcrafts #tbt to toasting at
@watershedceramics #SaladDays this past
weekend! 🍻 .
.
.
#watershedsaladdays #societyofcrafts
#contemporarycraft
#contemporaryceramics #craftiscool
#mugshot #mugs #beer #beersteins

xdeniz Seni Takip Ediyorum Sende
Beni Eder Misin? 🦋

178 views
JULY 19

Add a comment...   ...

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Club. Forbes. Retrieved from: https://www.forbes.com/sites/robertadams/2016/05/15/

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club/#6496a59e3c0c

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https://www.cnet.com/how-to/how-to-use-instagram-stories/

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Goldstein, C. (2017). Want to understand the art world? Follow these 12 influencers on

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Appendix B

Shopify chart

Analytics opportunities of Shopify by plans

Analytics and reports (for details, click the links)	Shopify Lite	Basic Shopify	Shopify	Advanced Shopify	Shopify Plus
Overview dashboard	✓	✓	✓	✓	✓
Live View	✓	✓	✓	✓	✓
Finances reports (including taxes and payments)	✓	✓	✓	✓	✓
Acquisition reports	-	✓	✓	✓	✓
Behavior reports	-	✓ (5 of 6)	✓	✓	✓
Marketing reports	-	✓ (1 of 5)	✓	✓	✓
Sales reports	-	-	✓	✓	✓
Profit reports	-	-	✓	✓	✓
Customers reports	-	-	✓ (5 of 7)	✓	✓
Custom reports	-	-	-	✓	✓

Dashboard for Basic plan (part 1)

Dashboard for Basic plan (part 2)

Top products by units sold

There were no sales in this date range.

Online store sessions by traffic source
View report

There were no sessions in this date range.

Sales by social source

There were no sales in this date range.

Top referrers by sessions

There were no sessions in this date range.

Sep 20   12 PM
Sep 20
Sep 19, 2018   Sep 20, 2018

Online store sessions by location
View report

There were no sessions in this date range.

Sales by traffic source

There were no sales in this date range.

Top landing pages by sessions
View report

There were no sessions in this date range.

Sep 20   12 PM
Sep 19, 2018   Sep 20, 2018

Online store sessions by device type
View report

There were no sessions in this date range.

Online store sessions by social source
View report

There were no sessions in this date range.

Total sales attributed to marketing campaigns

$0.00

10

The Gallery Store Screenshot

The Gallery Store Screenshot
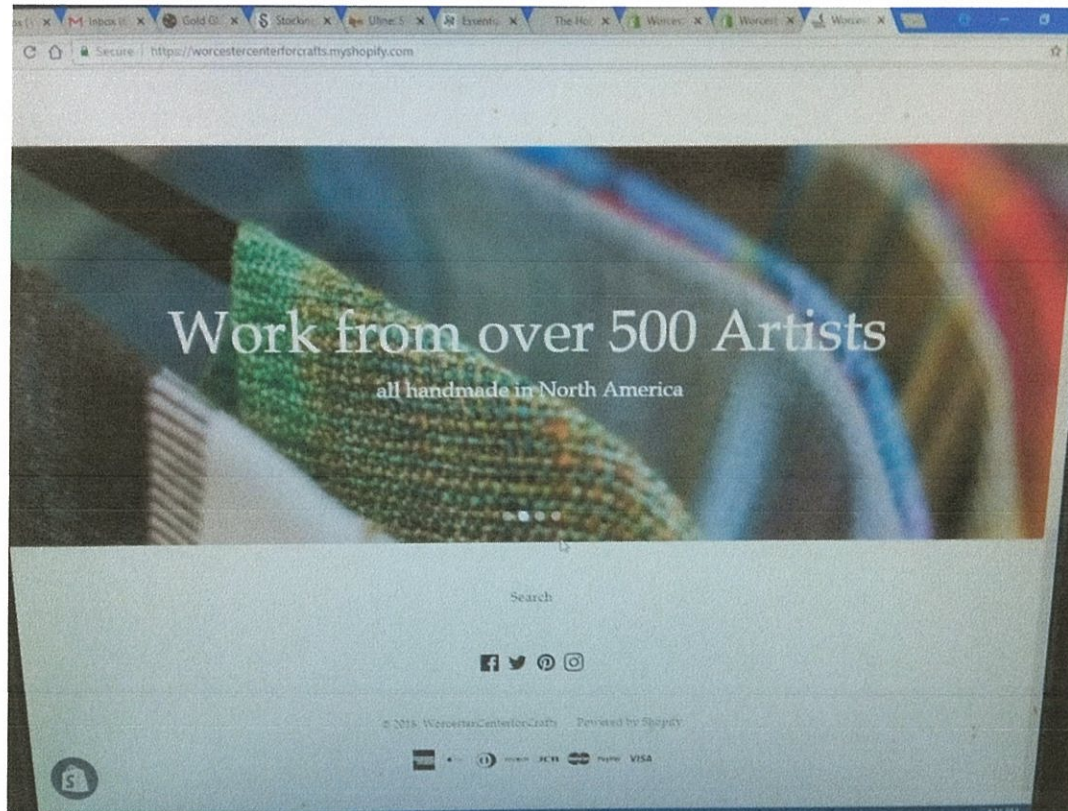
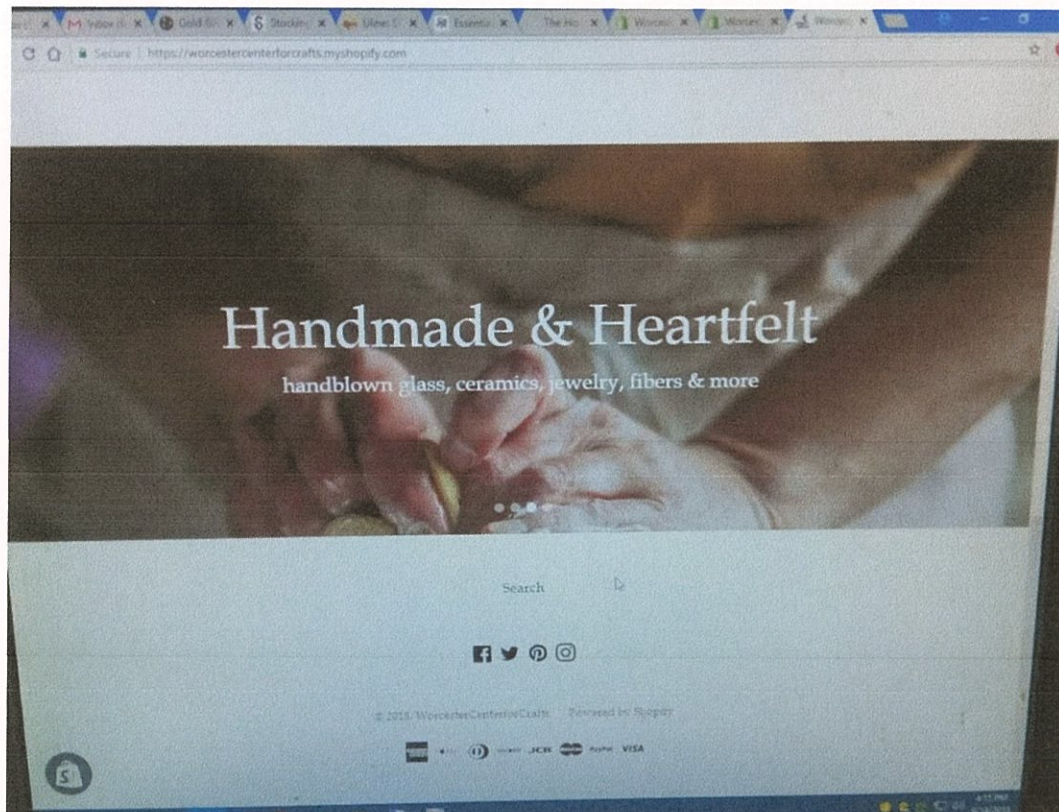*The Gallery Store Screenshot*

The Gallery Store Screenshot

The Gallery Store Screenshot

The Gallery Store Cups Page

FEATURED COLLECTION

Amy Song Espresso Cup	Brenda Quinn Mug	Brian Taylor Cup	Brian Taylor Mug
AMY SONG	BRENDA QUINN	BRIAN TAYLOR	BRIAN TAYLOR
$28.00	$40.00	$35.00	$40.00

VIEW ALL
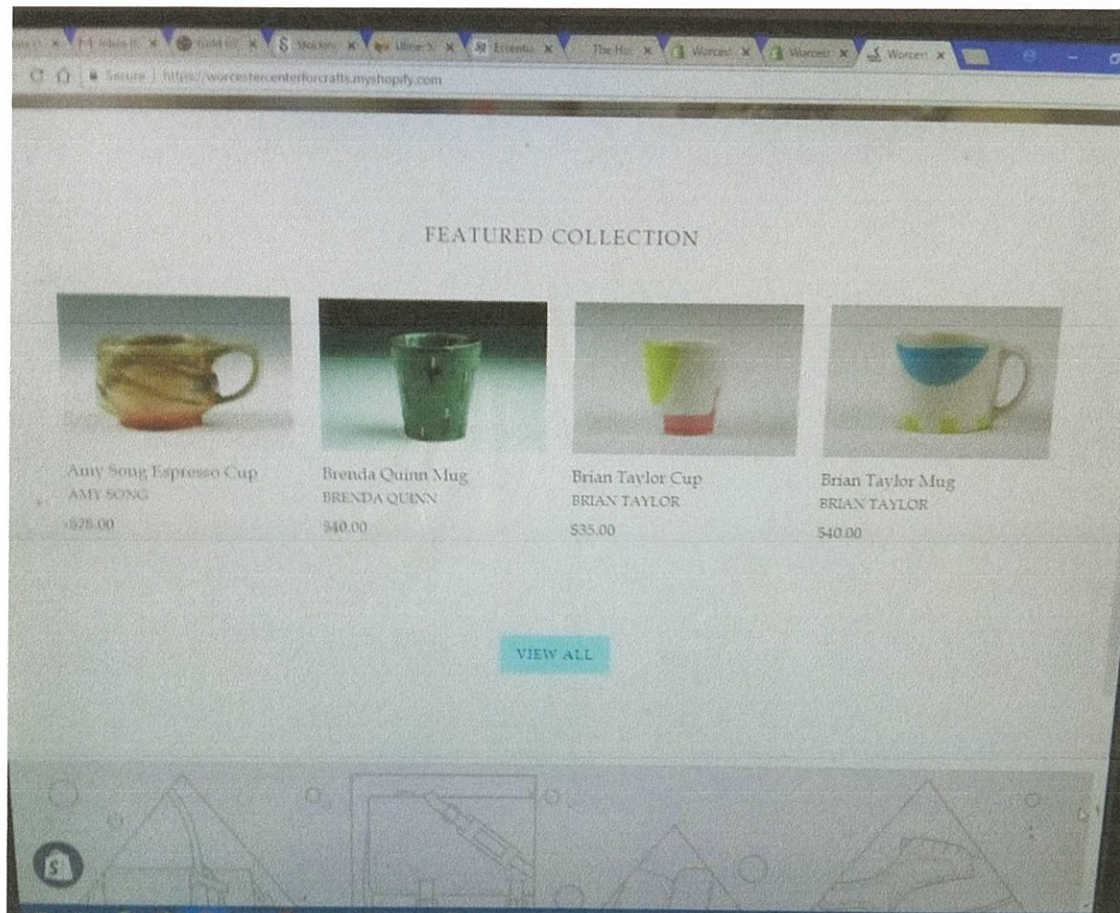
The Gallery Store Product Description Page
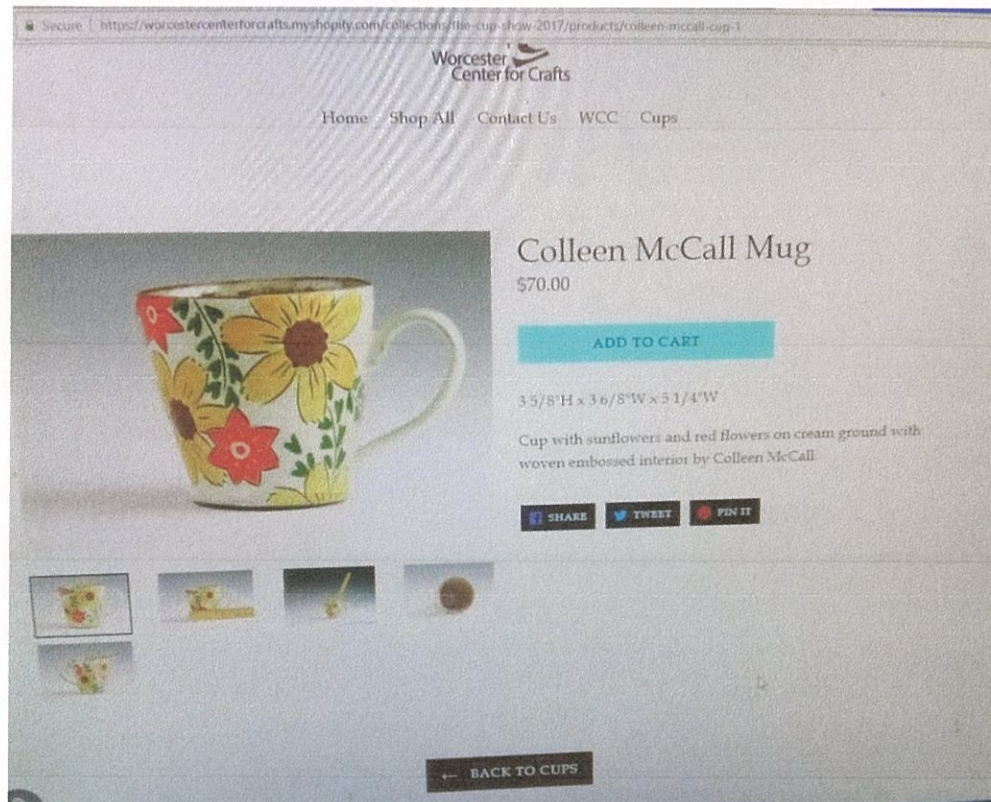
The Gallery Store Contact Page

Secure | https://worcestercenterforcrafts.myshopify.com/pages/contact-us

Contact Us

Location

The Worcester Center for Crafts

25 Sagamore Road

Worcester, MA 01605

Gallery Store Hours

Tuesday-Saturday

10 AM- 5 PM

Phone: 508.753.8183 x 305

For more information on Programs & Classes:

Website   http://www.worcester.edu/WCC/

E-mail   wccregistration@worcester.edu

Phone: 508.753.8183

Search

Appendix C

SWOT Analysis

STRENGTHS (+)	WEAKNESS (-)
• Unique American Handmade Crafts • Made with Natural Products • Ship products to customer • Dedicated Staff • Established & respected business • Providing classes to Students and Families	• Limited Advertising Budget • High transportation charges • Dedicated resources to build social media presence and advertise/promote online store • Very Expensive
OPPORTUNITIES (+)	**THREATS (-)**
• Increased Revenue • No Major Competitors • Expand Reach beyond Central MA • Online Art Purchases is on the increase	• Machine made products are less expensive and produced in bulk • Risk of shipping damages for Ceramic, Glass and Clay Crafts

Appendix D

Suggested Slogans/Taglines for Worcester Center for Crafts Social Media Posts

- American Handmade, Beautifully Unique
- Art for the collector in all of us
- Pieces for first time buyers to long time collectors
- A little piece of gallery at home
- Invest in art, invest in beauty
- Own a piece of passion
- Call it art, call it craft, call it essential (from WCC website)
- Every piece has a story
- Passion/Story in every piece
- Everyday items to special occasions (from WCC website)

Appendix E

List of National Online Holidays for Marketing - Retrieved from Campbell (2018)

SmallBizTrends.com

JANUARY 2018 MONTHLY HOLIDAYS AND OBSERVANCES

National Hobby Month National Mentoring Month

NATIONAL DAYS

New Year's Day, January 1

National Personal Trainer Awareness Day, January 2

Clean Off Your Desk Day #CleanOffYourDeskDay, January 8

National Trivia Day #NationalTriviaDay, January 9

Martin Luther King, Jr. Day #MLKDay, January 15

Get to Know Your Customers Day #GetToKnowYourCustomersDay, January 18 National

Compliment Day #NationalComplimentDay, January 24

Data Privacy Day #PrivacyAware, January 28

FEBRUARY 2018

NATIONAL DAYS

Groundhog Day, February 2

Super Bowl Sunday #SB52, February 4

Inventors Day #InventorsDay, February 11

National Clean Out Your Computer Day, February 12 Safer Internet Day U.S., February 13

Mardi Gras #MardiGras, February 13

Valentine's Day #ValentinesDay, February 14 Chinese New Year #YearOfTheDog, February 16

Presidents Day #PresidentsDay, February 19

Love Your Pet Day #LoveYourPetDay, February 20

MARCH 2018 MONTHLY HOLIDAYS AND OBSERVANCES

National Craft Month

National Credit Education Month National Nutrition Month

NATIONAL DAYS

National Employee Appreciation Day, March 2 National Salesperson Day, March 2 International

Women's Day, March 8

National Proofreading Day, March 8

Daylight Saving Time (U.S.), March 11

Tax Filing Deadline for S Corps and Partnerships - March 15 St. Patrick's Day, March 17

Spring Begins, March 20

National Ag Day, March 20

National Puppy Day, March 23

Palm Sunday, March 25

National Mom and Pop Business Owners Day, March 29 Good Friday, March 30

National I Am in Control Day, March 30

APRIL 2018

MONTHLY HOLIDAYS AND OBSERVANCES

Stress Awareness Month

Records and Information Management Month

NATIONAL DAYS

April Fools' Day, April 1

Easter, April 1

National Wear Your Pajamas to Work Day, April 16

Tax Day (1040, Schedule C, and C Corp filing deadline), April 17

National Get to Know Your Customers Day #GetToKnowYourCustomersDay - April 19

National Take a Chance Day, April 23

National Administrative Professionals Day #AdministrativeProfessionalsDay, April 25 National

Take Our Daughters and Sons to Work Day #COUNTONME, April 26 National Hairstylist

Appreciation Day, April 30

MAY 2018

WEEKLY HOLIDAYS and OBSERVANCES National Small Business Week, April 29 - May

NATIONAL DAYS

May Day, May 1

Law Day, May 1

National Loyalty Day, May 1 National Life Insurance Day, May 2 World Password Day, May 3

Cinco de Mayo, May 5

Mother's Day, May 13

Ramadan begins, May 15 Memorial Day, May 28

JUNE 2018

NATIONAL DAYS

National Running Day, June 6

Father's Day, June 17

Summer Begins, June 21

International Day of Yoga, June 21

National Insurance Awareness Day, June 28 National Camera Day, June 29

Social Media Day, June 30

JULY 2018

MONTHLY HOLIDAYS AND OBSERVANCES National Independent Retailer Month

NATIONAL DAYS

Independence Day, July 4

Amazon Prime Day [mid-July - exact date TBD]

Get to Know Your Customers Day #GetToKnowYourCustomersDay, July 19 National System

Administrator Appreciation Day, July 27

AUGUST 2018 WEEKLY HOLIDAYS and OBSERVANCES

National Bargain Hunting Week, August 6-12 National Farmers' Market Week, August 5-11

National Fraud Awareness Week, August 5-11

NATIONAL DAYS

National Bowling Day, August 11

National Garage Sale Day, August 11

National Thrift Shop Day, August 17

National Mail Order Catalog Day, August 18 National Dog Day #NationalDogDay, August 26

SEPTEMBER 2018

MONTHLY HOLIDAYS AND OBSERVANCES

National Courtesy Month National Preparedness Month Self-Improvement Month

WEEKLY HOLIDAYS and OBSERVANCES

National Payroll Week, September 3-7 (First Week)

Build A Better Image Week, September 16-22 (Third Full Week)

National Indoor Plant Week, September 16-22 (Third Full Week)

National Dog Week, September 23-29 (Always last week)

National Love Your Files Week, September 17-21 (Third Full Monday to Friday Week)

NATIONAL DAYS

U.S. Bowling League Day, September 3

National Labor Day, September 3 (First Monday in September)

National Wildlife Day, September 4

National Newspaper Carrier Day, September 4

National Beer Lover's Day, September 7

Rosh Hashanah begins, September 9

National Swap Ideas Day, September 10

National Boss / Employee Exchange Day – Monday after Labor Day, September 11 National

Day of Encouragement, September 12

National Programmers Day, September 13 (256th Day of the Year)

National Tradesmen Day, September 15

National IT Professionals Day, September 19

American Business Women's Day, September 22

Car Free Day, September 22

Autumnal Equinox, September 22 (Changes annually)

National Research Administrator Day, September 25

National Situational Awareness Day, September 26

World Tourism Day, September 27

National Drink Beer Day, September 28

National Coffee Day, September 29

International Podcast Day, September 30

National Mud Pack Day, September 30

OCTOBER 2018 MONTHLY HOLIDAYS AND OBSERVANCES

Emotional Intelligence Awareness Month Emotional Wellness Month

Employee Ownership Month

Financial Planning Month

Global Diversity Awareness Month International Strategic Planning Month National Bake and

Decorate Month National Cookbook Month

National Cyber Security Awareness Month National Disability Employment Awareness Month

National Ergonomics Month

National Fair Trade Month

National Work and Family Month

Positive Attitude Month

Right Brainers Rule! Month

Self-Promotion Month

Workplace Politics Awareness Month

WEEKLY HOLIDAYS and OBSERVANCES

National Work From Home Week, October 7-13 (First Full Week)

Customer Service Week, October 1-5 (First Mon-Fri Week)

Drive Safely Work Week, October 1-5 (Monday to Friday of First Full Week) Financial

Planning Week, October 1-7 (First Monday to Sunday Week) Veterinary Technicians Week

(National Vet Tech Week), October 14-20 Medical Assistants Recognition Week, October 14-20

(Third Full Week) National Business Women's Week, October 14-20 (Third Full Week)

National Save For Retirement Week, October 14-20 (Third Full Week)

NATIONAL DAYS

National Name Your Car Day, October 2

National Techies Day #TechiesDay, October 3

National Manufacturing Day, October 5

National Online Bank Day, October 8

National Kick Butt Day, October 8

Native American Day, October 8

Columbus Day, October 8

National Farmer's Day, October 12

National Train Your Brain Day, October 13

Boss's Day (or National Boss's Day), October 16

National Clean Your Virtual Desktop Day, October 16

Support Your Local Chamber of Commerce, October 17

National Get Smart About Credit Day, October 18

Get to Know Your Customers Day #GetToKnowYourCustomersDay, October 18 World

Statistics Day #StatisticsDay, October 20

Sweetest Day, October 20

Medical Assistants Recognition Day, October 24

National Cat Day #NationalCatDay, October 29

Halloween, October 31

NOVEMBER 2018

MONTHLY HOLIDAYS AND OBSERVANCES

National Inspirational Role Models Month

WEEKLY HOLIDAYS and OBSERVANCES

International Fraud Awareness Week, November 18-24 National Deal Week, November 21-27

NATIONAL DAYS

National Stress Awareness Day, November 4 Daylight Saving Time Ends (U.S.), November 4

National Cappuccino Day, November 8 Singles' Day, November 11

Veterans Day, November 11 (observed November 12) Thanksgiving Day, November 22

Black Friday, November 23

Small Business Saturday #ShopSmall, November 24 Cyber Monday, November 26

National Day of Giving, November 27

Electronic Greetings Day, November 29

Computer Security Day, November 30

Stay Home Because You're Well Day, November 30

DECEMBER 2018 MONTHLY HOLIDAYS AND OBSERVANCES

National Tie Month

National Write a Business Plan Month

Operation Santa Paws (December 1-December 24)

WEEKLY HOLIDAYS and OBSERVANCES Kwanzaa, December 26-January 1

Chanukah December 12 -20 **NATIONAL DAYS**

Chanukah Begins, December 2 National Pawnbrokers Day, December 6

Miners Day, December 6

National Ugly Christmas Sweater Day, December 15 Free Shipping Day, Mid December

(changes annually) Christmas Eve, December 24

Christmas, December 25

National Thank You Note Day, December 26

Boxing Day (Canada), December 26

No Interruptions Day, December 28

Tick Tock Day, December 29

Make Up Your Mind Day, December 31

New Year's Eve, December 31

Appendix F

Interview Questionnaire for Phone Interviews with other art gallery-type stores

1) What is your target audience?

2) What are the top selling items?

3) What do you do to promote the online store?

4) What is the traffic on website? Busiest days for visitors/purchases?

5) Analytics - How do you track and use your analytics? How long do site visitors stay on site before a purchase? How many visits before purchasing? Do you collect visitor and consumer analytics?

6) Number of items on website and how often do you rotate the items?

7) What are your biggest challenges?

8) How do you measure success of the online store?
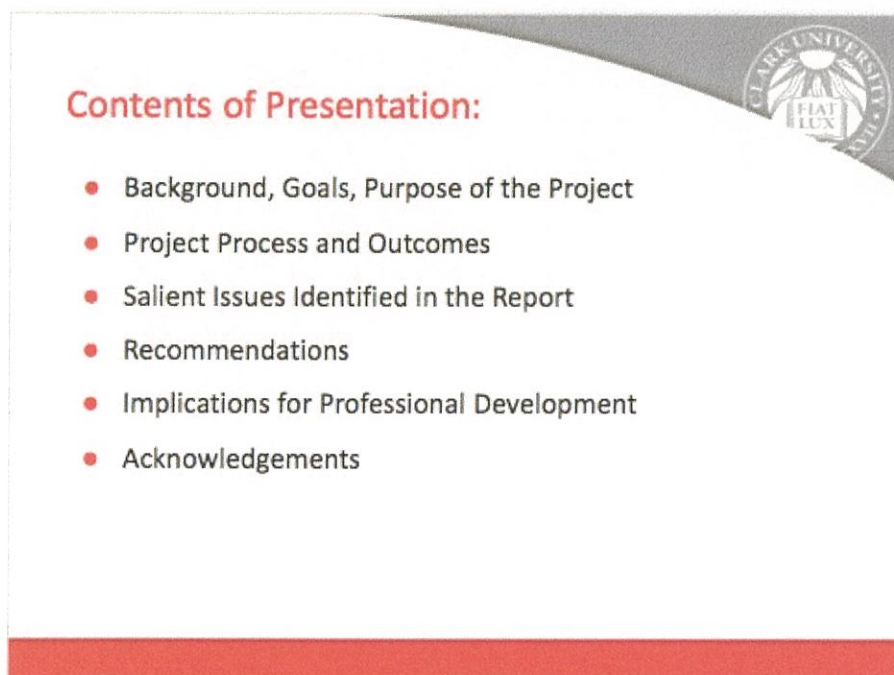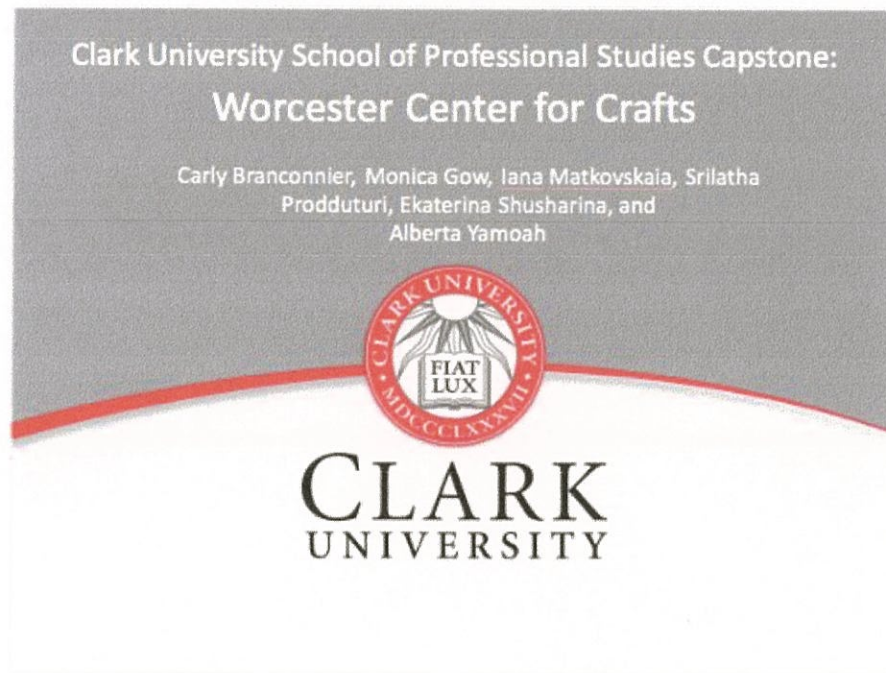
9) How do you handle packaging and shipping?

Appendix G

Online Gallery Store Phone Interview Data

Name of Online Store	In Tandem Gallery	Society of Arts & Crafts	Penland Gallery
Online Shopping Platform	WooCommerce	Shopify	SquareSpace
Most Popular Item	Mugs	Jewelry & Vessels,	Jewelry
Number of Items Sold	25-40 items/month	Did no specify	3-4 sales/week
Target Audience	30-50 year olds	Younger crowd to middle aged population	"Artsy" People, Customers who know artists work, Visit store then make decision to purchase online at home
Biggest Challenge	Advertising store & promoting artist	Deciding what image to use to convey "who we are". Need someone dedicated to managing shop	Not enough time to work on store – need 20-30 hours/week to devote to store
Promotion Strategies	Instagram, Facebook, Newsletter, Press Release, Magazine Ad	National holidays; Offer promotion but store has to cover cost, ie free shipping	Website, Social Media, Link on All Printed Material
Number of Instagram Followers	9.5K	4.8K	13.3K
Frequency of Instagram Posts	3-4 posts/day	1-2 posts/day	1-2 posts/week
Amount of Time Spent on Store	Owner spends 3-4 hours/day	*After two years, reorganizing/relaunching online store	Intern spends 20 hrs/week

Appendix H

Defense Power Point Presentation

Clark University School of Professional Studies Capstone:
Worcester Center for Crafts

Carly Branconnier, Monica Gow, Iana Matkovskaia, Srilatha
Prodduturi, Ekaterina Shusharina, and
Alberta Yamoah

CLARK
UNIVERSITY

Contents of Presentation:

- Background, Goals, Purpose of the Project
- Project Process and Outcomes
- Salient Issues Identified in the Report
- Recommendations
- Implications for Professional Development
- Acknowledgements

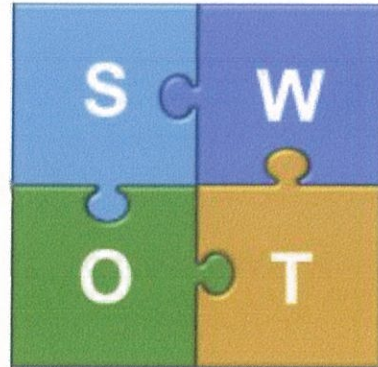## Goals and Purpose

Purpose

- Increase the targeted audiences by advertising the online store.

Goals

- Develop a marketing plan to launch Online store.
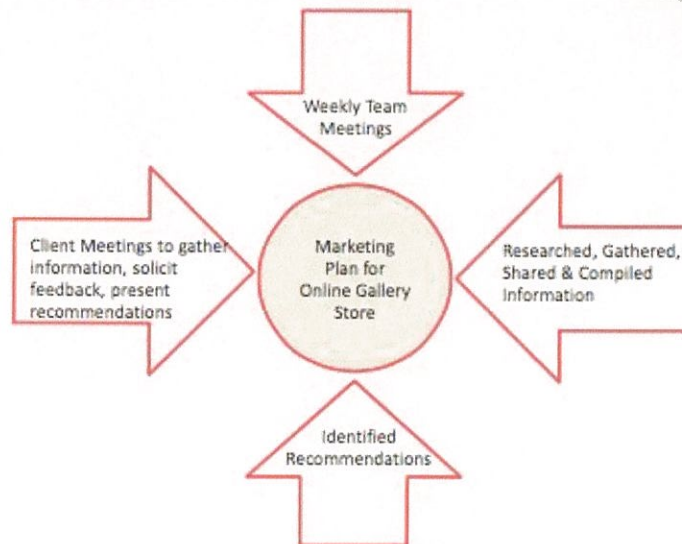- Strategies to advertise the online store.

Project Background

- WCC is a Non Profit organization
- Established in 1856 as a Worcester Employment Society
- Produces American Handmade crafts
- Subscribed with shopify for online store

SWOT Analysis

STRENGTHS (+)	WEAKNESS (-)
• Unique American Handmade Crafts • Made with Natural Products • Ship products to customer • Dedicated Staff • Established & respected business • Providing classes to Students and Families	• Limited Advertising Budget • High transportation charges • Dedicated resources to build social media presence and advertise/promote online store • Very Expensive
OPPORTUNITIES (+)	THREATS (-)
• Increased Revenue • No Major Competitors • Expand Reach beyond Central MA • Online Art Purchases is on the increase	• Machine made products are less expensive and produced in bulk • Risk of shipping damages for Ceramic, Glass and Clay Crafts

Project Process and Outcomes

Weekly Team Meetings

Client Meetings to gather information, solicit feedback, present recommendations

Marketing Plan for Online Gallery Store

Researched, Gathered, Shared & Compiled Information

Identified Recommendations

Salient Issues

CLARK UNIVERSITY

CHALLENGE CONVENTION. CHANGE OUR WORLD.

Things for WCC to Consider

- Online shopping trends (general and art specific)
- Marketing strategy and budget
- Social media (selection, engagement, content/add creation)
- Demographic focus
- Inventory management
- Use of product reviews
- Website mobile compatibility
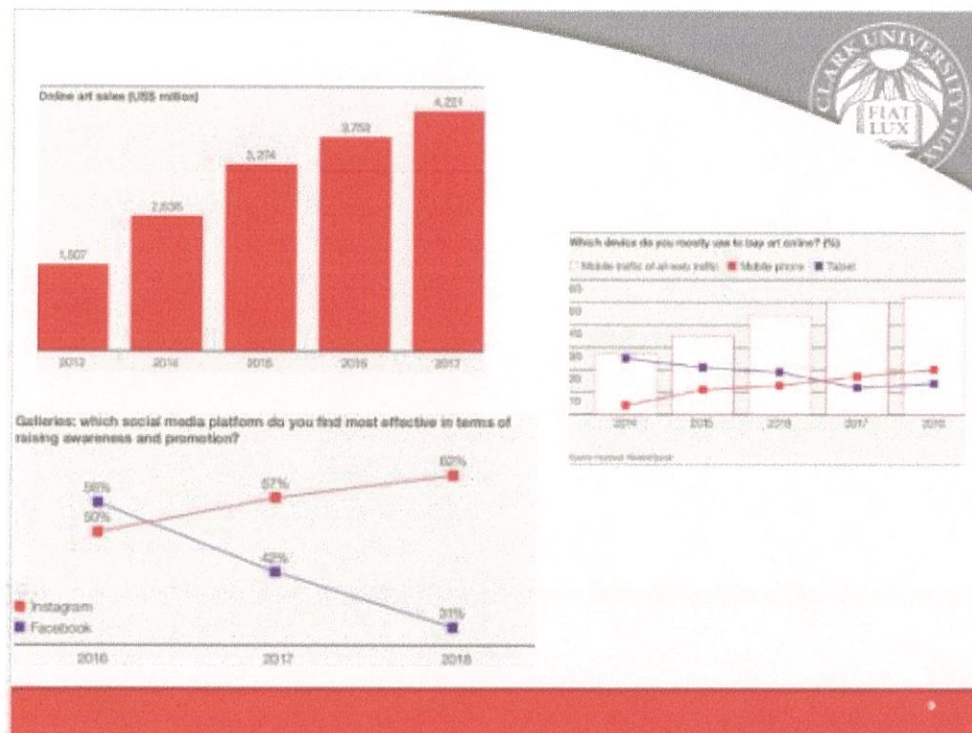
Five steps for social media marketing

- Set goals
- Determine your target audience
- Create content mix
- Choose available channels
- Process your strategy efficiently

Analytical part in marketing strategy

- Overview Dashboard
- Live view
- Reports

Online Gallery Store Phone Interview Results

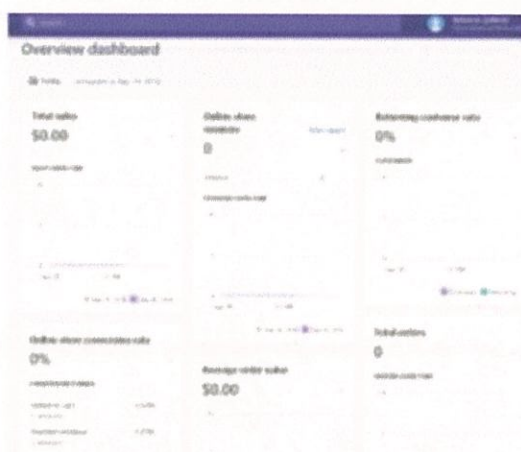| Name of Online Gallery Store	Most Popular Item	# of Items Sold	Target Audience	Biggest Challenge	Promotion Strategies	# of Instagram Followers	Frequency of Posts	Amount of Time Spent on Store
In Tandem Gallery	Mugs	25-40 items/ month	30-50 yo	Advertising Store & Promoting Artist	Social Media Newsletter, Press Release, Magazine Ad	9.5K	3-4/day	20hr/WK
Society of Arts & Crafts	Jewelry & Cups	Did not answer	Young - Middle age	Need someone dedicated to managing shop	National Online Holiday, Offer Promotion buty store covers cost, ie, shipping	4.8K	1-2/day	Did not specify
Penland Gallery	Jewelry	12-16 items/ month	"Artsy" ppl who know the artists	Not enough time to work on store		13.3K	1-2/week	20hr/WK
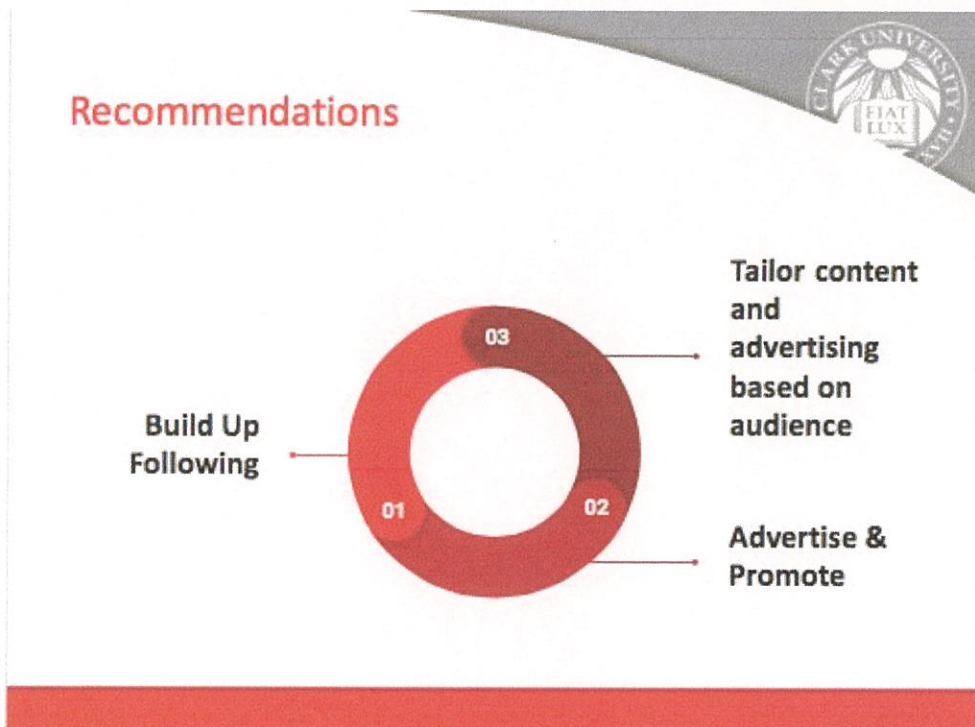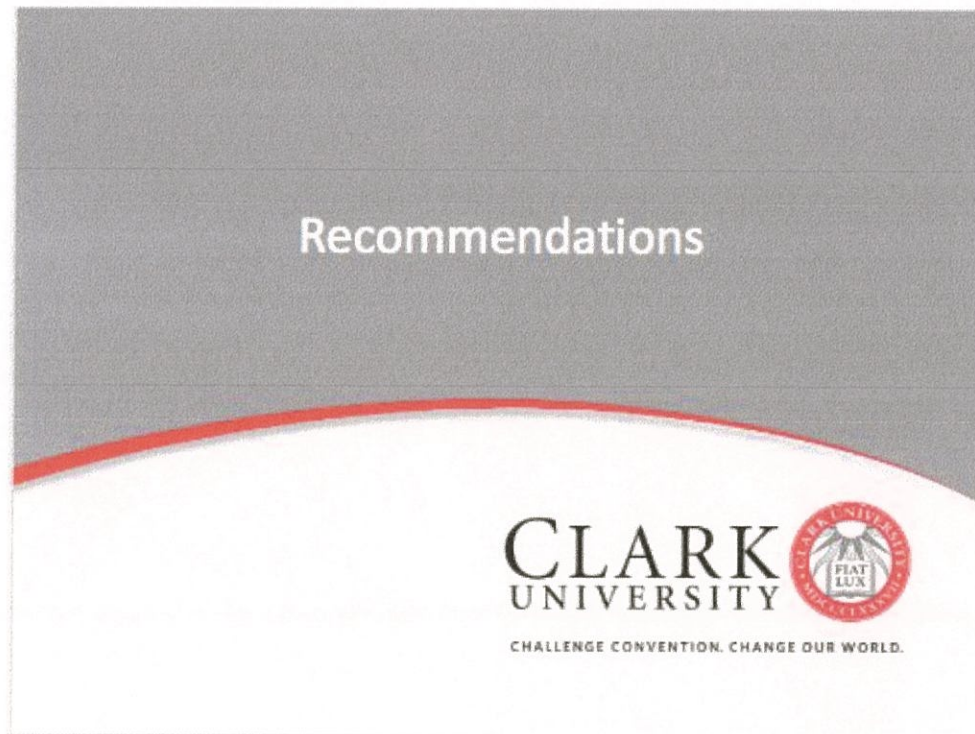
Parallel Marketing

- Instagram
  - Migrate Facebook followers to Instagram
  - Strategic use of hashtags
  - Analyze followers engagement and best time to post
  - Post more videos, picture stories and boomerang videos
  - Geotag posts to know that location
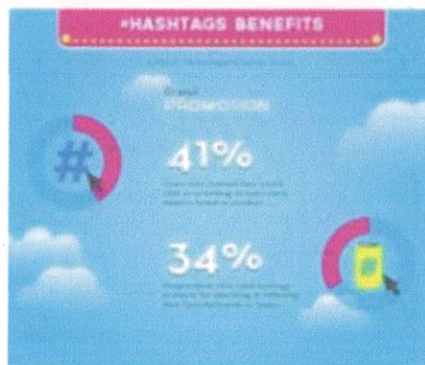- The Online Gallery Store
  - Post compelling content frequently
  - Encourage clientele to leave reviews after a purchase
  - Include social share buttons (links)
  - Drive all online traffic to the online store

#Hashtag

A symbol that makes it easy for people to discuss and exchange ideas throughout social media.

Suggested Hashtags

Art	Material	Target group	Method of production	Gifts	Events
#artworld	#Ceramic	#internationalstude nts	#handmade	#weddinggifts	#bridalshower
#art	#Ceramicsculpture	#internationalstude ntsusa	#handmadecerami cs	#hostessgift	#weddings
#artist	#porcelain	#students	#handmadecrafts	#uniquegifts	#birthdaygift
#atistsoninstagram	#enamel		#handmadedecor	#jewelery	#decor
#artsy	#enamelpins			#uniqueshop	#shopandmade
#onlinegallery				#mug	#anniversary
#artwork_in_studio					#holiday
#artmuseum					
#art_spotlight					
#artexhibition					

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Best Time to Post: Instagram

Instagram Nonprofit Engagement   sprout social

Lowest Engagement   Highest Engagement
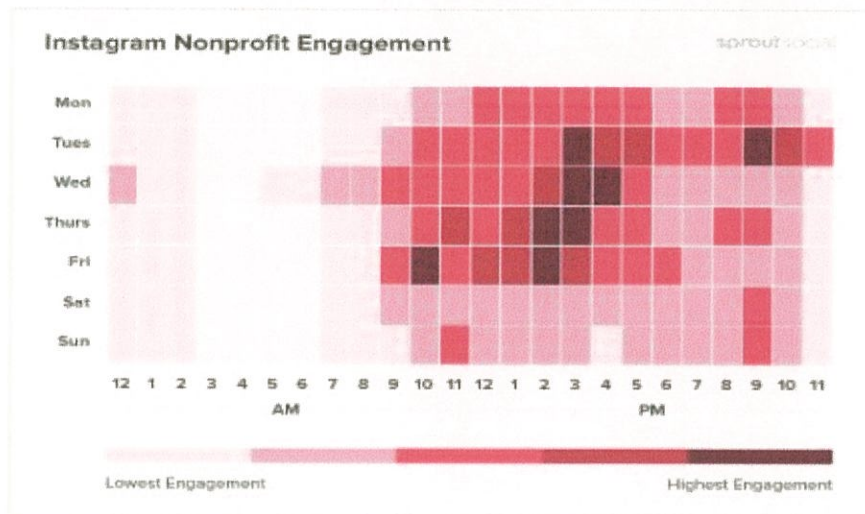
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Choosing Target Audience

Clark International students:
- Young people (17 - 25)
- Interested in American Culture
- Looking for gifts to bring home

Steps for promoting:
- Monthly mailing from Clark International Office;
- Announcements at International Students Association meetings

Lessons Learned

- Delegate roles and responsibilities
- Refine understanding through discussion and explanation
- Learn from and help each other
- Manage and plan time
- Develop strong communication skills
- Learn how to work with 'real' customer
- Professional growth (based on university's program)

Acknowledgments

THANK YOU to......

- Worcester Center for Crafts - Honee Hess, Becca & Candace

- Laura Myers - Team Advisor

- Team Members - Alberta, Carly, Ekaterina, Iana, Srilatha and Monica

School of Professional Studies

Project Charter
Worcester Center for Crafts

Monica Gow, Carly Branconnier, Iana Matkovskaia, Srilatha Prodduturi,

Ekaterina Shusharina, and Alberta Yamoah

Clark University Capstone Fall 2018

Table of Contents

Glossary of Terms in a Project Charter

This glossary defines key terms used in this document. Although some of the terms will have slightly different definitions outside of this project, this glossary defines the meaning within this initiative.

Assumption – An item taken to be factual even though that fact has not been confirmed. Wherever possible the accuracy of assumptions is validated during the project

Constraint – An unchangeable condition that impacts the project.

Contingency – An activity, budget or time period that is held in reserve in order to minimize the impact that a risk has on the project if that risk is realized.

Major Stakeholder – One of the key interested parties and decision makers in the project.

Mitigation – An activity that is undertaken to minimize the impact and /or the likelihood of occurrence of an adverse risk or to maximize the impact and /or the likelihood of occurrence of a positive risk

Project Charter – This document. The document that authorizes the project and sets out the framework for what is to be done and how it is to be managed.

Project Manager – The person responsible for the management of the execution of all work items.

Required End State – The definition of what constitutes a completed project.

Risk – An uncertainty that may impact the project in either a positive or negative manner if it occurs.

Scope – The sum of the changes to be made in order to achieve the Required End State.

Steering Committee – The group of people responsible for making major decisions on the project.

1 Project Overview

1.1 Introduction

Worcester Center of Crafts (WCC) is a non-profit organization which specializes in the making of various handmade American crafts with ceramic, glass and metal. The WCC offers instruction and workshops to the general public to help develop new artistic skills. Additionally, they provide a gallery store to provide artists with the opportunity to sell their original pieces.

WCC is aiming to create an online store to showcase and sell handmade pieces made by various artists while at the same time educating their audience about the importance of hand made crafts. It is their belief that the increase in machine made crafts has led to a decline in the appreciation of one-of-a-kind pieces. WCC has recently subscribed to Shopify, an online shopping platform, to reach their audience across the United States of America and try to expand their market.

The Capstone Team will provide recommendations in a strategic marketing campaign to promote WCC's unique American-made artwork through their new online store, *The Gallery Store*. The marketing plan will aim to attract new audiences to increase online retail sales which will increase the organization's overall revenue and sustainability.

1.2   Major Stakeholders

WCC's executive director, Ms. Honee Hess, is the main contact person for all communication, decision making and approval of project deliverables. The Project Manager will be in regular communication with Ms. Hess regarding all project related questions, concerns and plans. Communication with the client will be in the form of on-site visits, phone calls and emails. The other two staff members of WCC who will be part of the project include Ms. Candace Casey and Ms. Becca Zablocki. The representatives from Clark University who are assigned to the project include: Advisor, Laura Myers and the Project Team Members are Monica Gow (Project Manager), Carly Branconnier, Alberta Yamoah, Iana Matkovskaia, Ekaterina Shusharina, and Srilatha Prodduturi.

1.3   Document Purpose

- *Provide various marketing approaches through social media platforms in promoting the new online store and increase the customer base.*

- *Work with Worcester Center for Crafts platforms and provide a marketing strategy with a list of advantages and disadvantages for each approach.*

- *Worcester for Crafts and the research team will be working closely to create the marketing campaign. The research team and the WCC point of contact person will be communicating with each other for successful completion of the project. Online security is being supported by Shopify platform.*

- *Resources on this project consists of 6 project team members and 3 full time staff from WCC. The project team will do their best to mitigate the risk by putting forth their best*

effort to find an audience. Worcester Center for Crafts is working with a limited budget on this project. They run the risk of utilizing funds that could fail to return their investment. This risk will be mitigated by utilizing limited resources and funds available, while working hard to ensure the project's success.

- *All official documents will be directed to Ms. Hess for signature and approval. This includes the project charter and any additional official milestone documents that require signoff. Ms. Hess and her staff, Ms. Casey and Ms. Zablocki, will be provided with copies of the final recommendations and will be invited to the Clark capstone presentations. There are open channels of communication between all team member and the project manager. The team is communicating via text, email and weekly in-person meetings. The team communicates with the advisor via email and bi-weekly meetings. As the project develops, in-person meetings may lessen or increase depending on the current activities of the team.*

- *A status report summarizing information about the project will be emailed to Ms. Hess on a bi-weekly basis.*

- *Ms. Hess is the point of contact person for any question related for the progress of the project. Monica Gow is the project manager who will be working with project team to get the project finalized. Each project team member is responsible for meeting deadlines on deliverables, communicating with other team members, the manager and the advisor, attending meetings, contributing to discussions and raising questions and concerns as the project progresses.*

2 Project End State and Scope

2.1 Required End State

Worcester Center for Craft (WCC) is a non-profit and community-based art organization that focuses on crafts education, advocacy, and entrepreneurship. The mission of the organization includes providing quality art instruction, supporting the artists and entrepreneurship in the arts, and selling handmade American craft pieces. According to the mission statement, one of the most important strategic goals for the WCC is to increase sales that will provide sustainable development for the center. Thus, the project end state is a marketing campaign through different social media platforms that will help to promote the new online store, and in turn increase sales for WCC. The store will be launched within the next two months via Shopify platform. The project will be completed by the first week of December 2018 and presented at a final presentation.

2.2 Project Scope

The project scope helps the stakeholders reach the end state for the project. We highlight the following steps that are important for our project. The results displayed in the table below.

Work Area	In Scope	Out of Scope
Describe the existent accounts of WCC in social	Facebook, Instagram, Pinterest, Organization	Focus on other social platforms (such as

media	website	Twitter
Create an overview of existing social media marketing efforts used by other arts centered organizations	Working with platforms that WCC already uses	Platforms that WCC does not utilize
Research the popular trends in Internet marketing	Trends that can be applied to Facebook, Instagram, Pinterest, organizations website	Trends that would not apply for an arts centered organization
Create a contrastive analysis based on popular trends of online stores	Present advantages and disadvantages for current social platforms	Platforms that WCC doesn't use
Describe Shopify's platform opportunities and how to create connections between different platforms	Make a description of the Shopify platform capabilities	Comparison with other platforms for online shopping
Demographics research of Worcester population	The structure of population according	Demographic research for surrounding areas

	to age, gender, income and other indicating factors	
Creating target groups for the new store	Focus on young people (students (domestic/international s) and young professionals	Create all possible target groups
Creating interworking scenarios with target groups	Create 2-3 scenario for chosen target groups	Creating more than 5 scenarios for each group
Create recommendations for WCC internet marketing strategy	Structuring all results to provide recommendations	Using resources and solutions that can be very expensive for realization
Creating a report and final presentation for the project	Create a well-structured report and presentation on time	Create any additional documentation

2.2.1 Change Management

As the project charter is the first step in the project, there is some additional information that is unknown at the beginning of the project, but may have a significant impact on project progression. Therefore, if changes need to occur in regards to the project charter, the research team and WCC will follow the instructions described below.

The change management process is outlined below:

- WCC or research team will provide an overview of the requested change

- Along with the request, an explanation of the reason for the request should be included.

- The research team will conduct an analysis of the impact of the change (time, cost and other).

- The research team will provide a recommendation to the major stakeholders for the course of action that should be taken.

- If WCC requests change, the project team will work to meet the new needs of the client.

3 Assumptions

- Worcester Center for Crafts and the research team will work collaboratively to create a Social Media marketing campaign for a new on-line store and that is successful in increasing sales for WCC.

- Emails and phone calls will be returned at the earliest convenience from both Worcester Center for Crafts and the research team. Timely communication will occur from both sides.

- The research team will meet every week to discuss ongoing plans about the project. A status report will be given to the client on at least a bi-weekly basis. It will be in the form of an email.

- Research team members will give their full and best effort to all designated aspects of the project.

- Worcester Center for Crafts will communicate their vision for the future and speak to their needs. The research team will, to the best of their ability, attempt to fulfill that vision and need.

- All team members and Worcester Center for Crafts will engage in this project until project completion in December 2018. Neither team will cancel the project over this time period.

- The online store for Worcester Center for Crafts will be launched by October 31st.

- The research team has sufficient knowledge of programming, marketing and project management to complete this project.

- Worcester Center for Crafts will allow access to edit their online store and can express when the changes made are not satisfactory.

- Both Worcester Center for Crafts and the research team will be honest about their needs, constraints, and resources in order to ensure successful completion of the project.

- Online security is already supported on the Shopify platform.

- Worcester Center for Crafts is capable of shipping around the United States and Canada.

4 Constraints

- Worcester Center for Crafts has a limited budget for this project.

- The project must be completed before the Capstone presentation, which will occur during the first week in December 2018.

- Shipping outside of the United States and Canada is not available. Therefore, market expansion to locations abroad is unlikely.

- The research team will be utilizing Shopify. Therefore, in regards to programming the website, capabilities are limited to those that are available through the Shopify platform.

- There are 6 team research team members and 3 full time staff that will be working on this project. All individuals have other commitments outside of this project. Therefore, the time each individual can spend working on this project will be somewhat limited.

- The research team will be working with a limited number of skills and techniques, as this is a learning process.

- This project will be limited in scope as described in section 2.2.

- Worcester Center for Crafts cannot negotiate prices on art pieces, as they are set by the artists. Artists set prices for their pieces based on what they believe their time and

resources are worth. Therefore, prices on objects in the store cannot be changed which also means the percent of the sale that goes to the organization is set and not flexible.

- The aesthetic of the website will be limited based on Shopify's options for customization.

5 Risks

- Worcester Center for Crafts is concerned about its inability to find an audience for their online store and that the audience may not exist. The research team will do their best to mitigate this risk by putting forth their best effort to find an audience.

- Worcester Center for Crafts is also concerned that customer reaction could be too great for them to handle. They may get too many orders to keep up with demand. This risk can be mitigated by making sure the research team scales their efforts back if this backload were to occur.

- Worcester Center for Crafts is working with a limited budget on this project. They run the risk of utilizing funds that could fail to return their investment. This risk will be mitigated by utilizing as few funds as possible, while working hard to ensure the project's success.

- Shipping the products come with the risk of breakage. This risk is mitigated with insurance through UPS.

- The research team runs the risk of this experience not serving as a learning experience. This risk will be mitigated by Worcester Center for Crafts by making sure the research team is given the opportunity to learn and grow with this project.

- The research team runs the risk of producing deliverables that are unsatisfactory to the client. This risk will be mitigated by bi-weekly status reports and open communication with the organization.

- In any project, there is a risk of miscommunication between the two bodies. To mitigate this risk, both teams will do their best to communicate clearly and honestly.

6   Communication Strategy

Official project documents - All official documents will be directed to Ms. Hess for signature and approval. This includes the project charter and any additional official milestone deliverables that require signoff. Ms. Hess and her staff, Ms. Casey and Ms. Zablocki, will be provided with copies of the final recommendations and invited to the Clark capstone presentation.

Status Reports - A status report summarizing information about the project will be emailed to Ms. Hess bi-weekly.

Informal communications - The project manager will be the contact person for the research team and Ms. Hess. All decisions related to the Capstone Project will be directed to Ms. Hess who, in turn, will solicit information as needed from her staff. The members of the research team were invited to contact the staff directly via phone call to ask questions and/or schedule a visit to the client site to view the Shopify online store that is being developed. On-site meetings will be scheduled as often as needed to gather information and gain a deeper understanding of the client. As the project moves forward, and depending upon the need, the frequency of these meetings will occur as needed.

Internal communications - An open channel of communication will exist between all team members and the project manager. Issues should be brought to the attention of the project manager and addressed as soon as they arise. The project team will meet weekly and communicate via email, text and google docs. At times, weekly team meetings will not be necessary as individual team members will be researching and working on various sections of the project. At times, communication can occur via emails versus in-person weekly meetings. The project team will also communicate regularly with the advisor in the form of emails and in-person meetings, as needed.

7   Project Structure

Steering
Comittee
(Honee Hess)

PMO Staff (Candace
Casey & Becca
Zablocki)

Project Team Member
(Srilatha Prodduturi)

Project Manager
(Moncia Gow)

Project Team Member
(Ekaterina Shusharina)

Project Team Member
(Carly Branconnier)

Project Team Member
(Iana Matkovskaia)

Project Team
Member(Alberta Yamoah)
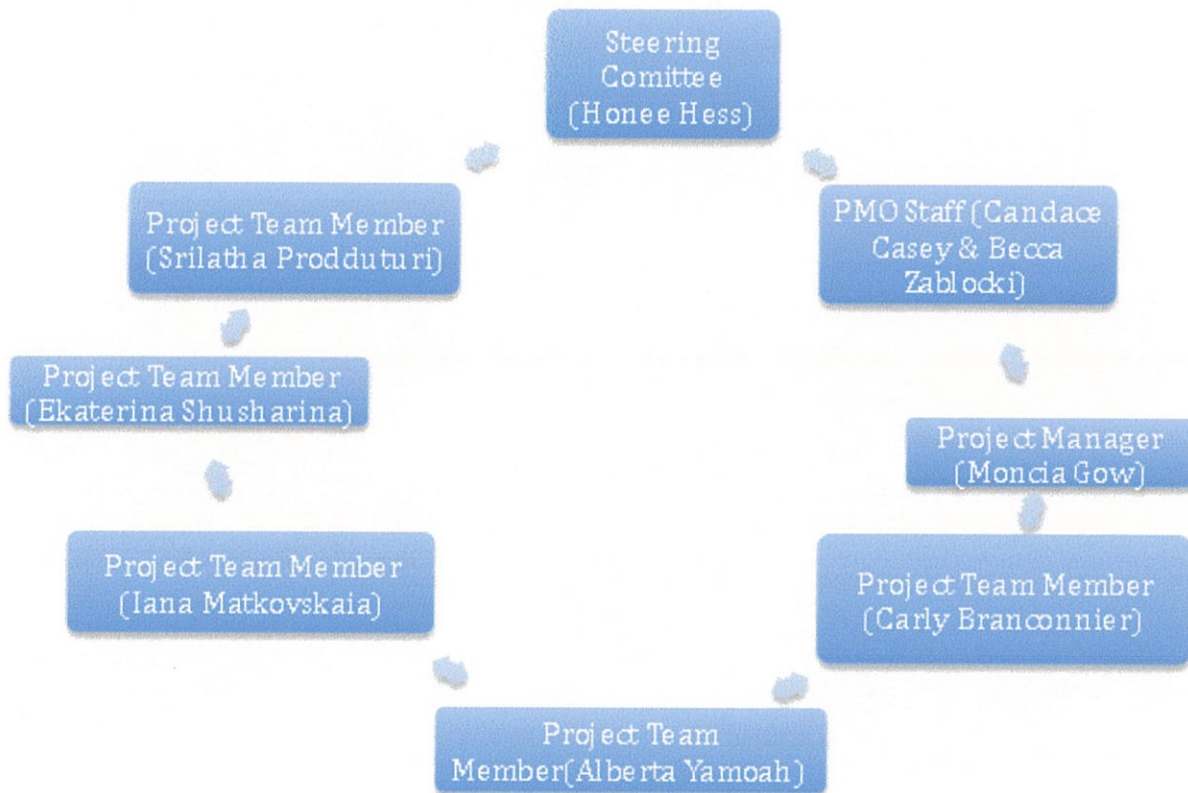
8 Steering Committee and Stakeholder Commitments

8.1 Steering Committee

The Worcester Center for Crafts Steering Committee headed by Ms. Hess, serves as the key

contact person who is responsible for the business and marketing issues related to the project.

The other key WCC project members include Ms. Casey and Ms. Zablocki.

Responsibilities of the Steering Committee and Stakeholders are:
- Work collaboratively to set and meet committee objectives

- Assess requests for changes within the scope of the project

- Participate in weekly or bi-weekly meetings, which typically run for 60 minutes.

- Ability to secure resources, resourcing decisions and policy decisions

- Approval of a budgetary strategy

- Risk monitoring

- Timely response on proposals, agendas and documents.

- Respect the opinions of others, engage in civil discourse, and strive to reach consensus on

  and vote on decisions where consensus is not reached

8.2 Stakeholder Commitments
- Stakeholders must be involved in the planning process

- Stakeholders must come to a consensus in regards to decision-making

- If a stakeholder is unavailable, an alternate or the remaining stakeholders should be approved in making decisions on their behalf

- A minimum of three stakeholders are required for a quorum

- Decisions, sign-offs, reports must be made within three business days of submission

- Stakeholders should have seen and approved all relevant material for the current stage of the project

Stakeholders include:

- Project manager

- Project team

- Project sponsor/advisor

- Customer - Worcester Center for Crafts

9 Roles & Responsibilities/RASCI Chart

	Roles / Responsibilities			
	SC	**PM**	**PT**	**C**
Project charter including end state and scope	A	R	I	I
Project management and control	A	R	C	C
Project communication	A, I	R, A	C, I	I, C
Project planning	A	A, R	C	C
Resource allocation		A	C	I
Problem identification and analysis	I	A	R	C
Problem resolution	A	R	C	C, I

Key
SC   - Steering Committee
PM   - Project Manager
PT   - Project Team
C   - Customer (Worcester Center for Crafts)

Function Key
A   - accountable
R   - responsible
C   - consulted
S   - sign-off
I   - informed

10 Measures of Success

This section of the project charter will detail measurements that will indicate how success of the project will be measured. The table below describes the measures of success:

Project Performance Dimensions by Project Success Factor	
Project Outcomes	**Measure of Success**
Agreements	Meeting expectations: the project team meets every week Finishing the project in time: the project must be done before the final presentation, i.e December 2018
Customer Success	1. Social Media Plan 2. Online Store Up and Running on Shopify Platform 3. New Revenue Stream
WCC's future	1. Start online shop via Shopify platform on by the end of October; 2. Increase sales by using a new platform and defined target audience 3. Increase WCC profits from utilization of the online store
The Project Team	• Highly motivated project team • Team is loyal to the project • Team members want to ensure success for WCC • Team members experience personal growth

	- Team members receive successful grade for the final presentation and deliverable

CAPSTONE PROJECT

PROJECT TITLE	Marketing for The Gallery Store	COMPANY NAME	Worcester Center for the Arts
ADVISOR	Laura Myers	DATE	10.3.2018

Marketing Campaign project

STEP 1 / STEP 2 / STEP 3 / STEP 4

Business Problem

1.1 Preliminary Client Research
- 1.1.1 Overview & Objectives of the capstone
- 1.1.2 Craft Center's mission, vision and core values
- 1.1.3 Client social media presence
- 1.1.4 Trends relevant to online marketing stores

1.2 First Meeting with Client
- 1.2.1 Relation of Craft Center to a larger system
- 1.2.2 Project stakeholders
- 1.2.3 Target audience

Marketing Plan

Project Charter

2.1 Tasks
- 2.1.1 Project overview
- 2.1.2 Project end state and scope
- 2.1.3 Assumptions
- 2.1.4 Constraints
- 2.1.5 Risks
- 2.1.6 Communication strategy via social media

2.2 Tasks
- 2.2.1 Project structure
- 2.2.2 Steering Committee & Stakeholder commitments
- 2.2.3 RASCI Chart
- 2.2.4 Measures of success
- 2.2.5 Signoff

Production

3.1 Shopify
- 3.1.1 Objectives
- 3.1.2 Project plan
- 3.1.3 Trends in Literature
- 3.1.4 Campaign Strategies
- 3.1.5 Define Measurements (analytics tool)
- 3.1.6 Challenge(s)

3.2 Performance Evaluation
- 3.3.1 First-quarter evaluation
- 3.3.2 Second-quarter evaluation
- 3.3.3 Individual Summary Reflection

Deliverables

4.1 Formal Report
- 4.1.1 Introduction
- 4.1.2 Literature Review
- 4.1.3 SWOT analysis
- 4.1.4 Marketing plan
- 4.1.5 Execution plan
- 4.1.6 Results and Reflection
- 4.1.7 Survey

4.2 Final Presentation
- 4.3.1 Project Background
- 4.3.2 Process and Outcomes
- 4.3.3 Project purpose

(signature) Executive Director 9/25/18
Name · Title · Date

(signature) Laura ___ Advisor 10/1/18
Name · Title · Date

_____ _____ _____
Name · Title · Date

_____ _____ _____
Name · Title · Date

Project Teams Members:

(signature) Monica ___ Project Manager 9/25/18
Name · Title · Date

(signature) Team member 9/25/18
Name · Title · Date

(signature) Team member 9/25/18
Name · Title · Date

(signature) Team member 09/25/18
Name · Title · Date

(signature) Team member 9/25/18
Name · Title · Date

(signature) Alberta Lamoah Team member 9/25/18
Name · Title · Date

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