



MARKETING TECHNIQUES FOR US NAVY FLEET BANDS

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PHOTO CREDIT: MASS COMMUNICATIONS SPECIALIST SECOND CLASS ALEX VAN'T LEVEN

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I. EXECUTIVE SUMMARY



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I. Executive Summary

It is the goal of this project to introduce new ideas and reframe current practices in order to formulate a US Navy Fleet Band public affairs and marketing strategy which is standard throughout the organization. In order to formulate this strategy, the project includes (1) an overview of Navy Music history and background information needed to understand the organization, (2) an analysis of the current organizational marketing and public affairs practices including a specific case study, and (3) recommendations of specific techniques in order to make the processes as easy, effective, and routine as possible.

The key step in a new marketing strategy is defining a mission statement for the organization. Mission statements exist in part to communicate purpose to the public and in part to drive the actions of the organization. Currently, the US Fleet Bands do not have a mission statement as a single entity. The author of this project would like to propose a unified mission statement used to drive the unified marketing strategy. The following mission statement was adapted from the U.S. Navy Band in Washington, DC to fit the Fleet Bands.

Mission Statement:

To provide musical support to the local Operational Commander, and other senior military and government officials. Through ceremonies, regional tours, international deployments, and public concerts and with a wide variety of musical styles, the U.S. Navy Fleet Bands inspire patriotism, elevate esprit de corps, enhance Navy awareness

and public relations, support recruiting and retention efforts, preserve the Nation's musical heritage, and project a positive image at home and abroad.

To create a standard operating procedure, the author recommends focused effort towards three marketing objectives and three goals for each objective.

The first recommended strategic marketing objective is to increase audience attendance. This can be obtained through the goals of (1) creating standard and cohesive marketing materials, (2) developing the sponsor relationship to the maximum extent, and (3) targeting specific concerts to supplement the sponsor's marketing efforts.

The second recommended strategic marketing objective is to increase positive interactions between the musicians and the audience, making performances more engaging and personally relatable for audience. The first goal to reach this objective would be to shift the culture of the band, making sure band members understand the integral role each person plays for the public affairs department, and reinforcing positive interactions of band members with audience members. The second goal would be to create meet and greet photo opportunities for audience members to interact with the band, such as the #selfiewithasailor concept. The third is to ensure audiences will be able to relate to the performance by considering market research when selecting ensemble to perform, programming musical selections, and designing marketing materials.

The final marketing objective is to develop an evaluation process so that the input of the public affairs team can be related to the outputs for concert attendance and public reception of those concerts. This would start with the goal of creating a way to track the efforts of the team. A spreadsheet detailing efforts expended and corresponding outcome would be one way to create this database. The second goal would be to survey audience members at the performance venue to understand how they are feeling. The third goal is to define the key performance indicators and adjust in real time as needed.

These objectives and goals were derived from an analysis of the current operating procedure in the fleet and through a specific case study of successes in Navy Band Northeast. The following sections are included to guide the reader through the process: History and Military Framework, Organizational Analysis, Case Study: Navy Band Northeast, and finally, Recommendations. Through this project, the reader will gain an understanding of how the US Navy Fleet Bands operate, current procedures involving marketing, and how both current practices and new ideas can be reframed into a strategy which can be used to propel the public affairs and marketing initiatives forward through the following years.

II. HISTORY AND MILITARY FRAMEWORK

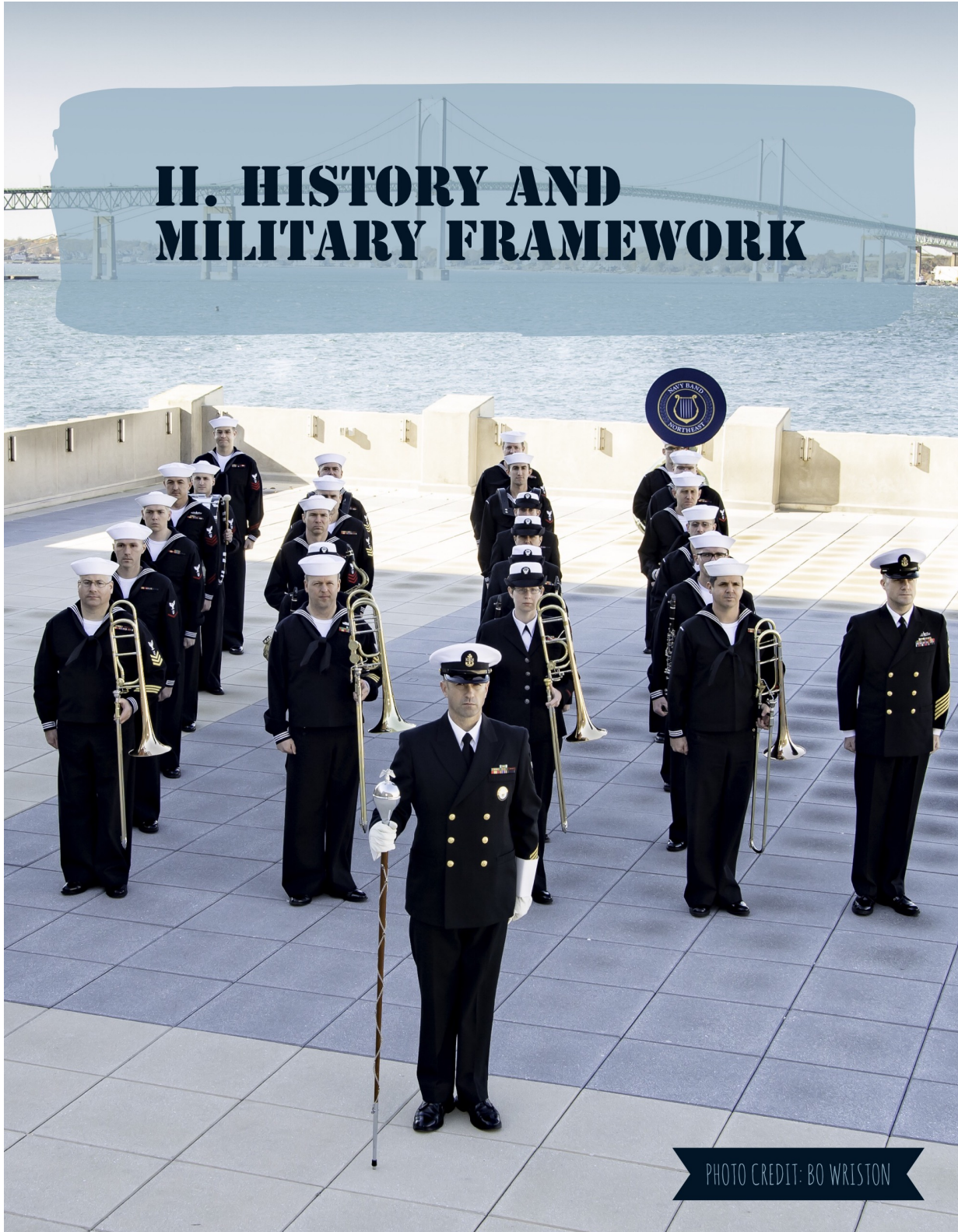


PHOTO CREDIT: BO WRISTON

II. History and Military Framework

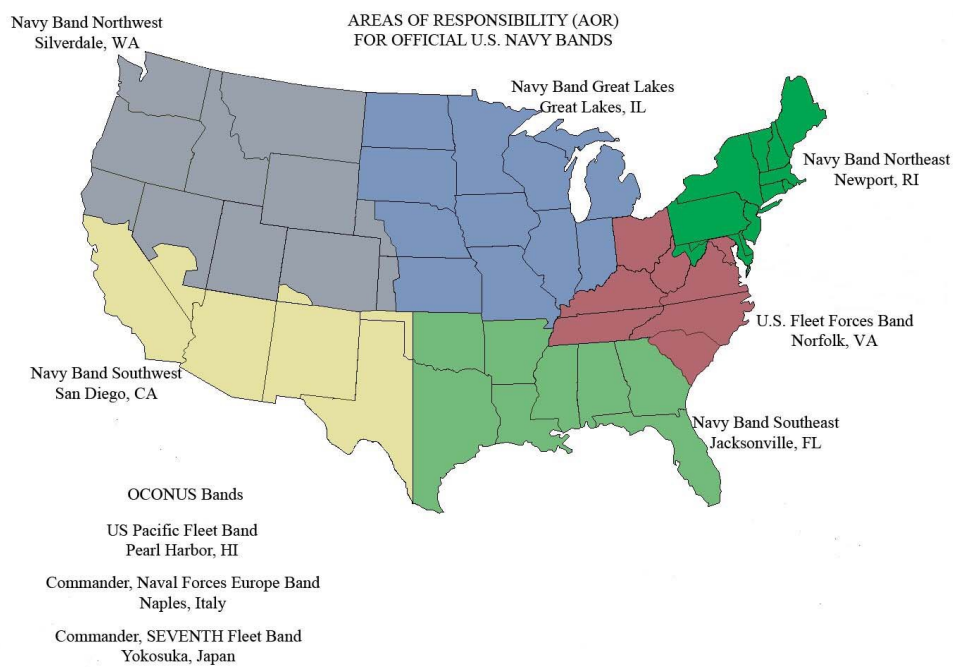
It has been possible to enter the United States Navy as a Musician since 1830, and historical documentation of musicians being specifically detailed to ships actually dates back to 1798, the same year the Department of the Navy was established.¹ At first, musicians were assigned to specific ships and often had other duties onboard. Over time, musicians who entered naval service became more specialized and were trained specifically as musicians, or in Navy vernacular, MU's. In 1930, a school of music was opened for naval bandmen, and has been in operation since. Originally, MU's would attend the School of Music together as a unit, and would be shipped out together to their permanent duty onboard a ship. Over time, the Navy Music Program has shifted to be a shore-based duty, therefore the musicians only perform and travel on ships on occasion, spending most of their time performing for land based ceremonies and concerts. Musicians in the Navy today still attend the School of Music as training after bootcamp, although many already have college degrees in music. After the school, musicians are transferred individually for a two to three year assignment to their first duty station.

Today, there are 11 official Navy Bands, including nine fleet bands and two premier bands. One major difference of the Fleet Bands versus Premier Bands is that members of the Fleet music program audition for an opening which is Fleet-wide, and do not audition for a specific duty station. Premier bandmen audition for individual openings in the specific premier ensemble and they do not rotate duty stations.

¹History of the United States Navy Band. <http://www.navyband.navy.mil/history.html>. Accessed September 12, 2017.

Of the nine fleet bands, seven are located in the United States, and two are overseas. The concentration of this project will be the fleet bands located in the United States. Each band has a defined region within which it may perform.² Figure 1 depicts these regions, or Areas of Responsibility (AOR).

Figure 1: Areas of Responsibility for Official U.S. Navy Bands
 Source: NAVBAND INST 5400.3, page 2-3.



²U. S. Navy Band. NAVBAND INST 5400.3 Operating Procedures for Official Navy Bands. July 10, 2015.

Purpose

The purpose of the Fleet Bands is to represent the US Navy within each region, this purpose is referred to in the military as the *mission*, which can be slightly different from the mission statement. The bands typically operate based on requests received to perform, and performances are prioritized based on the hierarchy specified below, listed from highest to lowest priority.³

1. Military ceremonies, ceremonies incident to patriotic occasions, and official occasions attended by officers of the government and or DON in the official capacities.
2. Fund drives for recognized Armed Forces relief agencies and or consolidated programs recognized by the Federal Services Fundraising Program.
3. Athletic contests in which on or more Armed Forces Teams are participating
4. Broadcasts and telecasts
5. Special events and music programs in support of Navy recruiting
6. Public concerts and events of national or international significance

Of interest to this project is the fact that public concerts are a lower organizational priority than other requests the band receives. This hierarchy, when combined with time and workforce constraints, leads to the occurrence of necessary associated marketing for public concerts being less than optimum. The goal of the research contained herein, therefore, is to standardize the marketing approach to create an efficient yet effective strategy.

³ U. S. Navy Band. NAVBAND INST 5400.3 Operating Procedures for Official Navy Bands. July 10, 2015. Page 2-2

Capabilities

Within each band there is a subset of different ensemble capabilities which can vary from band to band based on the size and staffing of each. All bands have the ability to showcase the following groups:

- All-hands wind ensemble or pops ensemble: All members of the band are involved in this group which typically performs music of a classical or “pops” nature. The largest group available.
- Ceremonial band: minimum of 15 people with specified instrumentation to include percussion and a sousaphone, typically performs marches and patriotic music.
- Marching band: like ceremonial band but all members are prepared to march while playing.
- Brass quintet and woodwind quintet: standard quintet configuration, perform patriotic music literature from the standard literature.
- Popular Music Group: includes a standard rock band format with guitar, bass, drums, vocals and performs popular “Top-40 List” type music.
- Jazz combo: a small group of musicians who perform jazz music

As evidenced by the above information, the US Navy Fleet Bands perform in a wide range of styles and in varied situations. As such, factors affecting audience attendance varies and aren't necessarily completely reliant on marketing. However, a unified, consistent strategy could mitigate risk of low attendance due to lack of awareness by potential audience members.

Military Framework

As a part of the Department of Defense (DoD), the US Navy Fleet Bands have detailed guidelines as to what types of concerts they can perform. For instance, performances must be free and open to the public. According to federal law, bands may not perform for private events or parties because they may not be in competition with civilian bands. In other words, military bands may not take the place of a civilian band which would normally be paid. In as such, marketing for events is merely to draw interest in the Navy and the bands, and is not to produce revenue.

In the Navy, the department which handles all marketing materials is titled the Public Affairs Office (PAO). The Navy as a whole has large Public Affairs Office which represents the entire organization and establishes policy. Each individual band has a Public Affairs Office which is operated by a musician in the band who has usually taken interest in the subject at hand. This type of work is called a “collateral duty,” and the department itself is often referred to as a “shop,” as it will be in this project. Often, musicians have very little training in producing marketing materials before joining the Navy. Therefore, materials produced through these band shops are typically submitted for revision and approval by the officer in charge or even the larger PAO offices of the tenant command.

The Navy Fleet Bands do not have a specific budget allotted for public affairs. Each band has a certain amount of funding each quarter to use for materials needed. Supplies purchased range

from instrument accessories, office supplies, furniture, and can include printing. All print materials are sent to the Defense Automated Printing Service. The decision on how much to spend in any one area is left up to the bandmaster of each band. Under normal operating conditions, bands occasionally print concert programs and posters however a standard annual budget specifically for marketing does not exist.

Determining an appropriate budget amount to be spent on print materials is a challenge. Navy Bands do not draw revenue from performances, therefore the only way to judge success of concerts is through attendance. The bands do keep a record of attendance and other details called an “After-Action Report,” included Appendix A, so number trends can be derived, as will be seen in the Navy Band Northeast case study.

Sponsors and Current Marketing Practices

As written above, the Navy Fleet Bands perform based on requests received. The person acting on behalf of an organization which requests a band performance is called a “sponsor.” The sponsor arranges a number of details for the band such as location, site accommodations, and often handles the majority of the event promotion. As a standard practice, the band’s Public Affairs Office will send a short ensemble description and photo to the sponsor and will leave the details up to the sponsor. Occasionally, a press release will be drafted for an event and is usually sent to the sponsor for distribution. A normal operating procedure for these public affairs offices therefore is to rely on the sponsor to do *all* of the event promotion.

Each band has a website which serves to describe the band and its function. These sites are typically subsidiary pages on another website for the larger command the band works for on each base, often called a “parent command.” Control over these sites is limited, and functionality is limited as well. There is also a small section of the US Navy Band website dedicated to the Fleet Bands, located at www.navyband.navy.mil/navymusic. This site seems to serve more as a small source of information for musicians looking for a job rather than for consumption by the general public. With the limitations of webpages available, the bands have adopted the use of Facebook to connect with fans and to communicate the public concert schedule.

There are exceptions to the above practices, as is evident in the included case study with Navy Band Northeast, where an exceptionally communication savvy individual is in charge of the office and is more proactive. These instances are worthwhile, although not without the cost of many hours and a great deal of effort on the part of the staff member. It is the goal of this project to combine practices proven to be successful in Navy Band Northeast and other ideas derived from industry standards to create a streamlined set of objectives and goals which all of the Fleet bands can use to market efficiently.



III. ORGANIZATIONAL ANALYSIS

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III. Organizational Analysis

In 2016, the US Navy Fleet Bands formally recognized the need for a marketing strategy through the appointment of a new position, the Fleet Band Public Affairs Coordinator. This position is in place to unify the public affairs strategy between the nine Fleet Bands and to ensure each band is meeting the set targets. As of now, there are no official documents setting a unified strategy but their creation is in progress. This research project, therefore, is meant to put forth suggested objectives and goals to use in the process and will do so through a Strategic Marketing Plan (Appendix F). For the purpose of this analysis, this document will address the first two of the four steps in Kotler and Scheff's (*Standing Room Only*, page 50) strategic marketing process:⁴

1. Strategic analysis
 - A. Analyze the organization-wide mission, objectives, and goals.
 - B. Assess the organization's strengths, weaknesses, opportunities, and threats
2. Market Planning
 - A. Determine the objectives and specific goals for the relevant planning period
 - B. Formulate the core marketing strategy to achieve the pacified goals
 - C. Establish detailed programs and tactics to carry out the core strategy
3. Marketing plan implementation: put the plan into action
4. Control: Measure performance and adjust the core strategy, tactical details, or both as is needed.

In actuality, this Strategic Marketing Plan would be compiled by a team with input from major stakeholders in the organization. For the purpose of this document, the author will create a strategic marketing plan (Appendix F) based on data, personal experience and creativity, and best practices from available arts marketing literature.

⁴Kotler, Philip, and Joanne Scheff. *Standing Room Only*, Boston: Harvard Business School Press, 1997.

Strategic Analysis

The first step in the planning process is to analyze the organization-wide mission, objectives and goals.

Mission

As previously mentioned, there is not a written mission statement which unifies all of US Fleet Bands. In contrast, the US Navy Band in Washington, D.C. has its mission clearly stated on the website:

To provide musical support to the President of the United States, the Department of the Navy (DON), and other senior military and government officials. Through ceremonies, national and regional tours, public concerts, and recordings, the U.S. Navy Band inspires patriotism, elevates esprit de corps, enhances Navy awareness and public relations, supports recruiting and retention efforts, preserves the Nation's musical heritage, and projects a positive image at home and abroad.⁵

A mission statement is not present on the Fleet Band Activities page of the same website. The closest thing to a mission statement for a fleet band is found on the individual parent command websites for each band. Take, for example, the following from the subject of the case study,

Navy Band Northeast:

Established in 1974, Navy Band Northeast is based on board NAVSTA Newport and is one of 11 official U.S. Navy bands worldwide, providing musical support for military ceremonies, recruiting, morale and retention programs, and community relations. Under the direction of Lt. Gregory Fritz, this group of 35 professional Navy musicians supports more than 300 engagements annually throughout an 11-state area of responsibility, performing regularly for high-ranking military and civilian dignitaries,

⁵ Mission of the United States Navy Band. <http://www.navyband.navy.mil/explore.html>. Accessed 12 September, 2017.

Navy recruiting, public outreach and awareness efforts, and partnership in education programs throughout the Northeast United States.⁶

Here is another example from a different band, U.S. Fleet Forces Band from Norfolk, VA:

U.S. Fleet Forces Band, known as "The Finest of the Fleet," is the musical representative for Commander, U.S. Fleet Forces Command in Norfolk, VA. The band provides musical support for ships, military bases, foreign dignitaries, and community events throughout the Mid-Atlantic and Ohio River Valley areas of the United States, and also regularly deploys to Central and South America. Under the direction of Lieutenant Robert J. Coats, the band is staffed by some of the U.S. Navy's finest and most talented musicians.⁷

Both of these examples are descriptions of what the bands do, but each is missing a few elements of a full mission statement. According to Kotler and Scheff, a mission statement needs to “succinctly describe what the organization does, whom it serves, what it intends to accomplish.” (Kotler, page 53) These above mentioned statements do not communicate what the band hopes to accomplish. Before each band can effectively communicate its mission, the Fleet Bands as a whole need a unified mission statement. A great place to start with the development of this mission statement is to take the D.C. US Navy Band mission statement and modify it, since many of the points of the missions are the same. A revised mission statement for the Fleet may be:

Example:

To provide musical support to the local Operational Commander, and other senior military and government officials. Through ceremonies, regional tours, international

⁶*Navy Band Northeast*, accessed September 12, 2017, https://www.cnmc.navy.mil/regions/cnrma/installations/ns_newport/about/tenant_commands/navy_band_northeast.html.

⁷*U.S. Fleet Forces Band*, accessed September 12, 2017, <http://www.public.navy.mil/usff/band/Pages/Welcome.aspx>.

deployments, and public concerts and with a wide variety of musical styles, the U.S. Navy Fleet Bands inspire patriotism, elevate esprit de corps, enhance Navy awareness and public relations, support recruiting and retention efforts, preserve the Nation's musical heritage, and project a positive image at home and abroad.

Objectives

Objectives represent a real time statement of what an organization wishes to focus efforts on for a longer time period. Since the Navy Fleet Bands do not seek revenue, marketing objectives are directed towards audience capacity and perception. To keep the objectives attainable, the author will use the acronym commonly used in goal setting, SMART.⁸

Specific
Measurable
Achievable
Relevant
Time bound

The author recommends that the following goals be set for the period of one year and reevaluated at the end of each fiscal year:

1. To increase audience attendance at public concerts
2. To increase positive interactions between band members and audience members at concerts
3. To develop a marketing efforts evaluation system for further improvements

⁸ Content Team. "SMART Goals: How to Make Your Goals Achievable," *Mind Tools*, accessed November 2, 2017. <https://www.mindtools.com/pages/article/smart-goals.htm>.

Goals

Goals define the pathway to reaching objectives more specifically. Even though the ideal may be to have as many people as possible come to an event, that simply is not realistic. It is realistic, however, to take the data from previous years and strive to have an impact. This impact may be as simple as setting a goal of a 10% audience count increase from the previous year. This type of goal setting would ultimately need to be set by the officer in charge on a case by case basis.

The following are three goals to reach the objective number one of increasing audience attendance:

1. Target specific concerts for increase of attendance, setting specific percentage goals as defined by the officer in charge
2. Ensure print materials represent a unified brand and tell a compelling story; design the marketing materials to convey the energy of the performance.
3. Develop Sponsor relationship to be the most mutually beneficial

Goals for each objective are detailed in the Strategic Plan Outline in Appendix F.

Strengths Weaknesses Opportunities and Threats (SWOT) Analysis

Every organization has internal strengths and weaknesses and faces external factors known as opportunities and threats. A great strategic plan includes analyzation of these factors for an organization so that the positives can be emphasized and grown and the negatives can have

minimal impact. The following is a SWOT analysis for the Navy Fleet Bands in terms of public affairs/marketing.

Strengths

- Smart, creative, and involved employees who want to do well
- Access to resources such as printing and other military members who work in public affairs
- Versatile programming available to satisfy different audiences

Weaknesses

- Employees and leadership often have little to no training or experience in marketing or public affairs
- Employees work in public affairs as a “collateral duty” and have another primary job to focus on as well
- One person, or a few people, must learn how to do everything such as take photos and videos, graphic design, write press releases, manage social media and website
- Legal limitations regarding charging admission for concerts which can result in a lowered expectation for audiences for perceived value. The word “free” may imply a concert which is gimmicky (Smith) or non-professional (National Arts Marketing Project, 5.12).
- Because of the nature of military service and enlistment contracts, some people who are in the band would like to get out of the military and have a negative attitude about the band which can impact relationships with audience members during encounters.

- Public Affairs Office does not track efforts in relation to impact so there is no data to show effective strategies.
- Over-reliance on sponsors without a clear definition of responsibilities can lead to less than desirable promotion and audience attendance

Opportunities

- Relationships with sponsors are a great opportunity to tap into the local community
- Outside events we are involved with can result in mutual success
- Association with military draws veterans and service members to concerts

Threats

- Preconceived notions by audience members about the military
- Preconceived notions about military music
- Concurrent events, such as sports games and other performing arts organizations
- Performances are held in different venues and towns with the exception of the yearly recurring concerts, so loyal audience members cannot necessarily come to every concert.

This information derived from this SWOT analysis will be used to address areas which the bands can improve upon and specific tactics will be located in section V. Recommendations.

Market Planning

Target Audience

The target audience for the U.S. Navy Fleet Bands varies by region and event the concert is associated with. In general, the goal is to connect the Navy to the citizens of the U.S. through music. Of particular interest are audiences who don't normally interact with the Navy. Defining the "customer" further will increase marketing success. As a government entity, no citizen may be excluded, so the consideration for market segment needs to be done on an individual concert basis. "No organization can satisfy all consumers, each organization should identify the most attractive market segments that it can serve effectively".⁹ This brings into play the musical offering as well with the consideration of how the programming fits the event and the target market segment. Therefore, the marketing approach should match the ensemble which should in turn match the intended audience, while still fitting within the branding. Sponsors are a good resource for some information about target audience to aid in creating a cohesive plan.

In order for an organization to improve beyond the status quo, a tough analysis must be made in order to identify areas where growth can occur. This organizational analysis has demonstrated the need for a unified mission statement, has aided in setting objectives and goals, and has identified specific areas the Fleet Bands can focus efforts on. In the next section, a single band will be considered in a case study in order to identify both areas for improvement as well as successes and strengths.

⁹ Kotler, page 94

IV. CASE STUDY: NAVY BAND NORTHEAST



PHOTO CREDIT: MUSICIAN THIRD CLASS CONNOR HATLEY

IV. Navy Band Northeast Case Study

Considering one of the Navy Fleet Bands in a case study will both illuminate the current practices of the Navy Fleet Bands and establish the starting point for developing “best practices.” This case study will consider the facts surrounding the case, identify the key issues, and analyze action taken in regard to the key issues. Recommendations in section V include some successful practices taken from this case study.

It should be noted that Fleet wide practices vary based on personnel assigned. In some cases, personnel assigned to the shop have very little experience in public affairs and therefore base their projects off of what is asked of them by supervisors and what has been done by predecessors. In other cases, the individual in the shop has experience and/or formal training in a related subject matter.

In the case of the 2017 Navy Band Northeast Public Affairs Office, Musician Third Class April Griffin has taken the helm, an individual who is pursuing a degree and future career in Communications, with an emphasis in social media and marketing. Her assistant, Musician Second Class Kyle Beltram, has experience working in the marketing department of the Rhode Island Philharmonic and Music School. This combination of education and experience by the personnel has benefitted the band greatly. Their initiatives could be a great start to a fleet wide strategic marketing plan.

The best way to study their success is to compare concerts which the band performs from year to year. Even with the roughly 375 performances each year (with about 2.5 million audience members), only a few public concerts are in repeat locations from year to year and even then many variables exist to skew attendance data. Some variables which affect audience attendance at all concerts are listed below.

External Variables

- Parent event's success and continuity
- Competing factors such as sports games
- Weather
- National holidays
- Sponsor's effort
- Popularity of venue (regularly scheduled season or stand alone concert)

Internal Variables

- After-Action Reporting is performed by an individual and is typically an estimation
- Internal promotion efforts
- Popularity of ensemble type sent, such as a rock band versus a brass quintet

Navy Band NorthEast Public Affairs Initiatives

The following analysis is based on an interview¹⁰ with Ms. April Griffin and from the official after-action reports for each concert.

Key Issue

The key issue of this case is largely varied audience count attendance at concerts. When Ms. April Griffin became the Public Affairs Department Head, she began enacting some initiatives with the hope of increasing concert attendance when the concert involved a lack of sponsor involvement, was expected to have a high profile, or had a history of low attendance.

Facts

Starting July 2016, all public concerts were placed on Facebook as “Events” and were also listed on the Navy War College website event calendar. One of the largest initiatives the team started was to send press releases to media outlets in addition to the sponsors. Ms. Griffin began by sending each concert sponsor a link to a Dropbox electronic press kit, which would include logos, ensemble descriptions and photos, generic flyers and posters, and a photo of the band leader. Ms. Griffin also asked each sponsor which publicity actions they would be undertaking. If needed, a team member would then research media outlets in the concert area and would send press releases accordingly. Unlike a traditional music performance organization, where media outlets would mostly remain the same, unless on tour, the media outlets are different for each

¹⁰ Griffin, April. “Re: Concert Dates for Case Study.” Email to author. September 23, 2017.

town and therefore researching them can take a significant amount of time. To streamline the process, they set up a database of media contacts for future use. The team also set up Google Alerts for the releases they sent out, thereby being able to track when a media outlet published the release.

Table 1 compares a few concerts in relation to concert attendance and efforts made by the public affairs team. These concerts were chosen because they were identified as repeating concerts where the current team noticed attendance was fairly low the previous year and therefore the team made an effort to increase activity hoping to produce higher attendance. As a note, other recurring concerts exist but were not chosen because the sponsor or event was so large that public affairs team believed marketing efforts would have had a negligible impact.

Analysis of Specific Actions Taken For Each Concert

Medway, MA

For the 2017 concert, the public affairs team sent the press release through the contact, who then sent it to three local media outlets. According to Ms. Griffin, this “nets a more positive response” than having a band member send the release to media. While the attendance for this concert increased tremendously, it should be noted that the concert was part of a larger event, Family Day, which has been growing in attendance for the town.

Breakheart Reservation

The public affairs team did not take extra action for this concert. However, the audience increased. There was one Google Alert mentioning the band performance so it is likely the Sponsor took initiative here. This is an example of how audience number changed based external factors.

Berlin, CT

This concert in 2016 was the first concert for the press release initiative to be sent out by the Public Affairs Office. The 2016 concert had low attendance, most likely due to poor weather and the concert location being in a field next to a low-key memorial. The 2017 concert was moved indoors to the local high school and audience count was more than doubled.

Haverhill, MA

In 2017, the press release was sent to 17 different media outlets. Ms. Griffin gave a phone interview with a local paper which listed the concert in the “What to Do This Weekend” section. In addition, the concert was listed on the college’s website. Attendance did not change from the prior year, although since the group performing changed the public interest may have changed as well.

Framingham, MA

In 2016, a press release was sent to 18 media outlets. MetroWest Daily News was an event sponsor and covered the event three times. It appears this marketing attempt may have helped, with an increase of 75 people from the prior year.

Table 1 Data from Recurring Public Concerts for Navy Band Northeast

Sources: Adapted from after-action reports and interview with Ms. April Griffin

	2015	2016	2017	2nd Year Actions Taken by PAO to improve attendance	Additional factors influencing attendance	Google Alerts 2017
Medway, MA Family Day	N/A	450	2500	Press release sent to sponsor, who sent the release to three local media outlets	Growing event for town	0
Breakheart Reservation Public Concert	150	350	N/A	None	2015 scheduled during a Patriot's game, 2016 set up on a lawn in front of a historical cabin	1
Berlin, CT Veterans Memorial Park Concert	N/A	80	179	Press Release sent in 2016 and 2017	2016 poor weather, cold, windy day for outside concert	2
Haverhill, MA Northern Essex Community College Concert	120	N/A	120	-Press Release sent to local outlets, sent to 17 different contacts -College featured the event not it's website -Phone interview with local paper regarding concert	Unit was Pops Ensemble first year then Brass Quintet the next year	1
Framingham, MA Holiday Concert	350	425	N/A	-Press release sent to 18 media outlets	Event was sponsored by a local media outlet	3

The Ideal Sponsor

The above examples were included because the sponsor for the first of each pair of concerts was not effective at marketing in the way the general operating procedure would expect them to be and so extra measures were taken by the Public Affairs Office to promote the concert. Therefore, it would be helpful to examine an example of an ideal sponsor.

Each year, the band performs in Rockport, MA in a concert sponsored by the town's Navy League. The Sponsor, Sharon J. Grandmaison, and the whole Navy League team go to such great lengths to make the concert a success that they even feed the band members lobster, and the concert is known affectionately within the band as the "Lobster Gig." During email correspondence with the public affairs team, when asked what she would be doing to promote the concert, she replied:

As for promoting the concert, I'll be redoing our website today to include information about the concert/band and a form for people to order tickets. I'll send you the link when it's live. I'll also be creating an event on Facebook and sharing it on local pages/groups. Now that I know what uniform will be worn I'll print the flyers and have them posted around town (businesses, churches, schools, civic groups, transfer station, hotels/motels, etc). I'll also be sending a press release to the local papers which will include information about getting tickets. A second press release will go out the week of the concert. An email will go out to those who participated in this year's Rockport Navy Weekend (Hosts and those refused because they were out of town, kickball families, softball players, volunteers, etc). Also an email will go out to those who requested tickets last year. A second press release will go out the week of the concert. Of course the best way here in Rockport in word-of-mouth, the buzz has already begun.¹¹

¹¹Grandmaison, Sharon. "Re: Concert Rockport, MA." Received by April Griffin. August 24, 2017

Her efforts are rewarded with great concert attendance. Reportedly, one year audience members were waiting outside the lobby for an hour to get in the concert! Now that's ideal! So ideal, in fact, that Fleet Band Public Affairs should take note. The following is a list of what she did:

- Ticketed event even though it was free
- Facebook event shared with local groups
- Flyers posted in local business
- Early Release Press Release
- Week-of Event Press Release
- Email contact with previous year attendees
- Word of mouth

These ideally are standard actions taken for all public concerts, and when the Sponsor is not able to take action, the band's Public Affairs Office may step in. The question is also raised, can the band develop a Sponsor to take the desired action through the distribution of a set of requested guidelines? After all, the Sponsor is in the most advantageous situation, being local to the community and possibly having a strong social network established.

In conclusion, the concert attendance number for repeat concerts has been increasing. However, it would be erroneous to correlate the increase solely due to the increase of marketing efforts by the public affairs team. As discussed, many factors can affect audience attendance, as is true with any performing arts organization. The important conclusion to take away from this study is that there are low cost efforts which do appear to have an *impact*. There is no doubt the role of the sponsor is pivotal, and a highly active and engaged sponsor can multiply concert attendance. Methods to ignite sponsor action will be suggested (Section V). In addition, some of the lessons learned from the current public affairs team and the "ideal sponsor" will be incorporated.

V. RECOMMENDATIONS



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V. Recommendations

During the SWOT process, the organization was evaluated in order to find areas for improvement. The following are some recommended tactics to create more strengths.

Internal Publics

One of the weaknesses of the Navy Fleet Bands is the lack of a culture which focuses on marketing, public relations, and the relationship the organization has with its employees, referred to as *internal publics*. This is a major topic in marketing research and so it deserves attention.

As the authors of *Standing Room Only* point out,

An organization must pay special attention to its internal publics. Internal marketing involves motivating and educating the organization's personnel. The internal publics define, refine, and carry out the organization's strategy. Effective marketing requires that all the key internal publics - the management, the artistic staff, the board of directors, the support staff, and the volunteers - understand and internalize the marketing mind-set.¹²

This concept that the internal attitude about the organization is the driving force behind the strategy is key. The organization as a whole can only do what the staff visualize and carry out.

The handful of staff working in a Public Affairs Office is not enough to create the change desired, all of the staff needs to be and feel responsible to market the offering.

The idea is mentioned again in *Creative Arts Marketing*,

¹² Kotler, page 63

The importance of internal publics (workforce and colleagues) is easy to underestimate in organizations that operate in a precarious external environment. But keeping staff informed and consulted is a highly cost-effective policy. Their advocacy is far more credible to people outside the organization than the slickest piece of corporate advertising and can create an invaluable promotional resource at minimum cost.¹³

In other words, the staff or in the band's case, the musicians, are the ones who the public will come in contact with most and they are the ones wearing the uniform in the public eye. There must be a commitment to a unified strategy between all members of the band to bolster the public affairs policy both when in public and in the office. In other words, a culture shift in the Fleet Bands is needed; marketing and public affairs is everyone's job.

The following are ideas adapted from Creative Arts Marketing about transforming the orientation of an arts organization towards the customer:¹⁴

1. Everyone in the organization receives a regular briefing on successes and plans. This can be done during regularly scheduled all-hands meetings. It is a great time to ask for suggestions for upcoming target concerts.
2. Explain the importance of public relations in terms of the organization's ability to survive. The bands are always in the spotlight for government funding and relevance is important to all who wish to remain employed.

¹³Hill, Elizabeth, Catherine O'Sullivan, and Terry O'Sullivan. 2003. *Creative Arts Marketing*. Amsterdam: Routledge, 2003. *EBook Collection (EBSCOhost)*, *EBSCOhost* (accessed October 8, 2017), Chapter 6.

¹⁴ Hill, Elizabeth et. al, chapter 9

3. Explain potential damage that can be done by inappropriate publicity. This can mean anything ranging from highly restrictive policies involving music selection and performance to a drastic reaction such as the shut down of the entire Fleet Music program.

In addition to Hill's ideas, the author recommends the following:

1. It is common practice for band members to be selected to interact with the audience after the concert. To ease this task, the public affairs team can offer talking points to use during discussion.
2. Band members are advised to seek out the veterans to thank them for their service. They often wear veteran's clothing and are thus easily distinguishable. Many of these veterans enjoy conversation about their prior service.
3. Before the concert, the band will typically have interactions with the sponsor such as dinner. It is important to be courteous, gracious, and interactive during these engagements as well. The sponsors represent a part of the community and may play a role in requesting the band to return.
4. Since everyone in the band is responsible for public affairs, all members should have business cards to hand to potential customers.

Increasing Success through Standard Guidelines

While selecting public affairs staff who have experience and education in the field is preferred, standard guidelines can help aid the bandmen who do not have experience but who are eager to

learn. These guidelines could become part of the office's Standard Operating Procedures manual and need to be revised each fiscal year to keep up with current media trends.

Posters and Flyers

When designing a poster and flyer, it is important to understand how to most quickly communicate the upcoming event. The most important aspect of a poster is the image.¹⁵ The headline is of second importance and the copy is the third most important. This means that the picture, as the single most important element, must communicate the intended message in the most efficient way.

It is common practice for Navy Fleet Bands to take posed pictures in scenic areas or in a studio. While this allows for more control over scenery, it communicates very little about the ensemble and performance content. In the case of a posed photo, the military uniform dominates the photo and sends a message to the audience which may not be intended. For instance, a picture of a rock band posed in a studio holding instruments does not communicate the style of music or the energy which will be elicited during the concert. Many people assume a military band will be performing military march music. To be fair, some ensembles can take posed pictures, such as more classically oriented ensembles where the musical mood will be lighter or more focused on military music. Rock bands, however, need to have photos taken in action to show the mood of the music. Similarly, marching bands may be photographed marching or standing in formation,

¹⁵ Kotler, page 327

but not sitting relaxed. The viewer needs to be able to see the picture and have a feeling for the concert content immediately.

The headline will say the name of the band and an action phase such as: Navy Band Live in Concert! Ambiguous names often used in the Navy band program such as “Four Star Edition” should only be mentioned if there is also room to add description, such as ““Four Star Edition’ Rock Band playing yesterday and today’s favorite music!” Otherwise, simple terms such as “Rock Band” are shorter and communicate more clearly to the general public.

Leaving a blank space for the sponsor to add information is a great idea which can be taken from the Navy Band Northeast case study and Ms. Griffin. It may also be helpful for the target concerts to fill in the information before sending to sponsor since these specific concerts may not have a sponsor who is particularly savvy with design applications. See appendix B for an example poster.

Press Releases

As seen in the Navy Band Northeast case study, a press release must not only be written, it must be picked up by new sources in order to be effective. This means that the press release must be written in a way which newspapers and other media sources would think it would be interesting

to their readers. Geoffrey James, writing for CNN Moneywatch, has five rules about how to write a press release so that media prospects actually want to use it:¹⁶

1. Press release as a sales tool: communicate a message to the customers with the credibility of the publication backing it
2. Have a newsworthy story: appeal to the entire readership of the publication
3. Write it like a reporter would write it: no “biz blab” or in the case of the bands no military jargon
4. Provide some good quotes: make them memorable and personal
5. Contact your top outlets personally: contact the reporters personally

A sample press release is included in appendix C which demonstrates the following standard rule for press releases: open the first paragraph with something newsworthy, current, and relatable it to what the music program does. The second paragraph includes a relevant quote from a prominent town member or the band leader. The third paragraph closes out the idea and includes contact information and where to get tickets.

Facebook

Facebook activity represents an area where the Fleet Bands succeed and if there were one social media platform to focus attention on, it would be Facebook. After all, Facebook’s revenue comprised 67.9% of the worldwide Social Network Ad Revenue.¹⁷ Typical usage of Facebook for the Navy Fleet Bands includes creating events, sharing photos and trivia, and occasional

¹⁶James, Geoffrey. “How to Write a Press Release, With Examples,” *CNN Moneywatch*, accessed October 5, 2017. <https://www.cbsnews.com/news/how-to-write-a-press-release-with-examples/>

¹⁷Baker, Dillon. “The 6 Most Important Social Media Trends of 2017,” *The Content Strategist*, accessed October 9, 2017, www.google.com/amp/s/contently.com/strategist/2017/04/19/social-media-trends-2017/amp/.

video. The event creation and activity stimulation should remain as is for the bands with some minor adjustments increasing video usage.

Facebook is changing its approach, and the bands need to adapt. According to Dillon Baker, “Video has become Facebook’s latest major crusade.”¹⁸ Mark Zuckerberg, Facebook’s CEO has declared his intention of transforming to all video by 2021. This means the Fleet Bands need to start utilizing mostly video.

Not only is video important, but video which can be consumed with or without sound is crucial. According to a New York Times Article written by Amanda Hess, “The Silent Film Returns - On Social Media” the “clips that spread the furthest online are the ones that can be consumed anywhere without disruption: on the subway, the sidewalk or in the doctor’s office: next to a partner in bed, behind the counter at work or under the desk in class.”¹⁹ The videos produced by the band need to have visual interest in addition to sounding great, a challenge for an organization which is based upon aural communication. This is one area where the military aspect can really build success because the visual communication of the uniforms can draw people’s interest. Scrolling text on the screen which communicates what the narrator would normally say could be a viable way of making silent videos interesting. Also, a combination of videos of the band and of other military visuals could be interesting. Video clips from ships, memorials, flags flying, etcetera could increase views.

¹⁸ Baker, entire article

¹⁹Hess, Amanda. “The Silent Film Returns - On Social Media,” *The New York Times*, September 13, 2017, www.nytimes.com/2017/09/13/movies/silent-film-YouTube-videos.html

Length of time used for video content is also important and this amount of time should be adjusted based on platform. Facebook videos should be less than one minute long because people like to just watch quickly and scroll on.²⁰ Also according to Chi, longer videos should be saved for YouTube, but even those benefit from being limited to about two minutes.

Instagram

Although Facebook is King, audiences can be developed through other platforms as well. Perhaps second on the list of social media platforms would be Instagram. The US Navy Fleet Bands do not typically use Instagram even though the US Navy Band in Washington, D.C. does. Research suggests this is an excellent opportunity to reach younger audiences and should be considered as part of the strategic marketing plan. According to a study performed by The University of Massachusetts Dartmouth Center for Marketing Research, the “companies from both the Inc 500 and Fortune 500 who use Instagram (in addition to complementary social channels) are among the top 200 in their group’s ranking.”²¹In addition, hashtags should be used as “researchers recorded that over 90 percent of Fortune 500 companies posts featured one to ten hashtags. Inc. 500 companies had over 70 percent doing the same.”

²⁰Chi, Clifford. “How Long Should Your Videos Be? Ideal Lengths for Facebook, Instagram, Twitter, and YouTube,” *Hubspot*, October 9, 2017, www.blog.hubspot.com/marketing/how-long-should-a-video-be-on-native-video-platforms.

²¹Maloney, Lauren. “Why Companies Should Seek #INSTAFAME Right Now,” *Institute for Public Relations*, February 6, 2017, www.instituteforpr.org/companies-seek-instafame-right-now

While the use of hashtags can generate more interest, it is important to understand Hashtags and use trending hashtags whenever possible. Hashtags have specific requirements, they have to start with the # sign, must not include spaces or punctuation, and can include numbers. Lists of trending hashtags are readily available and are platform specific. The following is a list of the current top 10 Instagram trending hashtags those which could be used by Navy Fleet Bands are in black color font.²²

1. #love
2. #Instagood
3. #photooftheday
4. #tbt
5. #beautiful
6. #cute
7. #me
8. #happy
9. #fashion
10. #followme

As mentioned, the US Navy Band in Washington D.C. already uses Instagram, and uses hashtags. Some common hashtags used by this band include:

²² Kilroy, Dana. "158 Most Popular Hashtags for Instagram, Marketing and More 2017," *Shortstack*, October 9, 2017, www.shortstack.com/158-most-popular-hashtags-for-instagram-marketing-and-more-2017/

#NavyMusic

#NavyLife

#PeopleMatter

#NavyPride

#USNavy

#LiveMusic

#Sailor

#SailorLife

New Hashtags can be created, however it is most effective to label posts with existing hashtags.

Another tactic is to hashtag according to events the concerts are associated with. An example

would be to hashtag #MedwayFamilyDay. The sponsor should be asked if there is an event-specific hashtag. In addition, hashtags can be created according to location, such as

#NewportRI. There is no limit to the number of hashtags a photo can have; include all relevant and popular hashtags available.

Defining the Sponsor Responsibilities and Relationship

Relationship building is a huge key to success when it comes to motivating sponsors. The Public Affairs Office department head must make contact and stay in contact with the sponsor. The first contact is best a phone call to increase the personal interaction. The phone call is to introduce

the PAO department head and give the sponsor an advance notice about the materials which they will be receiving. It is also a means of discovering the capabilities of the sponsor. Do they have editing software to adjust the poster as needed? What resources do they have at their disposal? After the phone call, follow up with an email which includes the press kit and a Sponsor Handbook (appendix D).

The purpose of a Sponsor Handbook is to communicate how a sponsor can be the “ideal sponsor” and can act in a way which is mutually beneficial. This handbook outlines the same principles which were displayed by the “ideal sponsor,” Ms. Grandmaison, in the case study.

Free Concerts and Perceived Value

The Navy Fleet Bands are required by law to perform concerts which are free of charge and open to the public. While this makes performances economically accessible, marketing research performed by the National Arts Marketing Project demonstrates that the concept of free concerts reduces “perceived value of the experience.”²³ People may think that since the concert is free, the performers are non-professional. In addition, cost is not a factor to people who are not interested in the concert. In the non-profit world, free concerts are used to attract people who attend concerts occasionally and those with lower income status or with higher financial strains, such as families. Affiliation with the military also affects perceived value as evidenced by when audience members ask whether band members have “normal sailor” duties as well. Some

²³Unknown author. “Chapter 5: Minding your Marketing P’s,” National Arts Marketing Project, accessed October 16, 2017, https://namp.americansforthearts.org/sites/default/files/documents/practical-lessons/lesson_5.pdf, page 5.12.

assume the band is an extra duty and not a full-time job, not “professional.” Given that concerts are free and there are some assumptions by audience members about the military, the public affairs team needs to be diligent in advertising to convey the message that navy bandsmen *are* professional musicians.

Often, the word “free” is projected as a magic word which automatically attracts people. While using the word free is effective in specific markets, it is important to consider the desired community and target audience.²⁴ If the advertisements will be used in an affluent area with people who have refined musical tastes, then marketing need not emphasize the free admission but rather need to emphasize the professional status of the musicians. Markets with lower income people or large concentrations of students or families would benefit from the use of the word “free” in advertising.

²⁴ Smith, Jeremy. ‘A Full Conversion Analysis of the Word “Free”,’ *Jeremy Said*, accessed October 16, 2017, <http://www.jeremysaid.com/blog/conversion-analysis-of-the-word-free/>.

Ticketing Events

Ticketing events is a technique which is used inconsistently by Navy Fleet Bands. Tickets affect perceived value because they help people understand there is a limited supply of seats to attend the concert and once a ticket is received by an audience member it is a physical representation of an intention to attend. Tickets can only be used when performances are indoors and involve seating. Also important to note about tickets is that the sponsor can disseminate tickets, which increases interaction with concert-goers and furthers the sponsoring organization's public reach. It is also a mechanism for collecting more data about audience members.

A ticketing service such as eventbrite.com may be an efficient solution to ticketing events and making the tickets readily available. Free tickets can be disseminated through this site for free. While using a site like this over the long term for free may not be the most desirable way to conduct business as a government entity, sponsors may be able to use the website to ticket their events without raising ethical questions. The data collected from the ticketing process could be requested by PAO from the sponsors and included in the evaluation process to understand audience behavior and modify tactics to increase attendance.

Evaluation Processes

Defining Key Performance Indicators

The Fleet Bands do not typically track data in regards to the Public Affairs Office output versus input. It is certainly a challenging area to try to evaluate performance, as many external factors affect attendance, the only solid data number which is tracked. It is still important to try and so therefore in a strategic marketing plan it is advantageous to define key performance indicators.²⁵ Once performance indicators are established, they can be related to efforts in real time, and the staff members can then adjust efforts to find the most appropriate action for concert promotion in the region. Some ideas for performance indicators follow:

1. Audience count
2. Google alerts
3. Facebook Likes after a concert
4. Audience feedback
5. Data collection method when event is ticketed, such as Eventbrite

Audience Feedback Survey

The Fleet Bands do not typically have an outlet for audience members to share their concert experience and give feedback. Occasionally, audience members will write a letter or email, or comment on Facebook about the concert. In an effort to tailor the concert experience to the audience members, an on-site survey is beneficial to capture reactions in the moment. It is best to keep these surveys short and as something the person can fill out quickly at the end of the concert. An example survey card is included in Appendix E.

²⁵ Lavinsky, Dave. "Strategic Plan Template: What to Include in Yours," *Forbes*, October 18, 2013, <https://www.forbes.com/sites/davelavinsky/2013/10/18/strategic-plan-template-what-to-include/#46ce4b1047e1>

Summary

The culmination of this project has resulted in a Strategic Marketing Plan located in Appendix F. While this project is by no means exhaustive in its included conclusions and tactics, its intended use is as a launching point for both a new era and culture shift in relation to marketing and public relations for US Navy Fleet Bands. As the long history and touching images depict, these bands have a significant role to play in the mission of the US Navy. It is the author's belief that an intentional marketing and public relations strategy, like the one contained herein, will enable the Navy Fleet Bands to finally take their place in the public view as a purposeful, strong, and enduring asset to the United States Navy.

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Appendix A: After Action Report

After Action Report
Complete and return to Operations by COB next working day following engagement

Departed Bandroom: _____ Arrived Jobsite: _____ Started Performance: _____ Ended Performance: _____
Departed Jobsite: _____ Arrived Bandroom: _____ Contact Was: ___ / Was Not: ___ Present Audience #: _____

Comments: _____

Unit Leader Signature: _____ Date: _____

DIR	
AD	
OPS	



NAVY BAND
NORTHEAST

Navy Rock Band

Live Concert!



November 19, 2017
7 pm
Newtown Hall
For tickets call
444.444.4444

Appendix C: Press Release Example

FOR IMMEDIATE RELEASE: Date

CONTACT:

United States Navy comes to Imaginationland on November 9, 2017

The U.S. Navy deployed the USNS Comfort to Puerto Rico on October 3, 2017 to assist the Federal Emergency Management System (FEMA) in helping those affected by Hurricane Maria. Although the Navy is well known for its city-sized ships and power at sea, the USNS Comfort represents the humanitarian side of this diverse organization.

Not only does the US Navy have a diverse set of ships, aircrafts, and mission capabilities, in addition the Navy has a music program which serves United States Citizens in many functions around the world, including a band which regularly deploys on the USNS Comfort. If you're interested in seeing what the Navy Music program has to offer, The town of Imaginationland is hosting a Navy Band "Region" public concert on November 9, 2017 at 7 pm in the town square.

"We are so excited to take an evening to honor the Veterans of Imaginationland and to inspire the citizens to come together and enjoy the patriotism this town has to offer," says Mayor Makebelieve of the Town of Imaginationland. "In a time when politics and policy seem to be taking over the country, it is great to just reflect on our national

military heritage and traditions. Last time the band performed here, the town citizens were brimming with Stars and Stripes for weeks after.”

The band offers citizens a unique interaction with the military. It represents the part of the Navy which is there to help and communicate goodwill on behalf of the US government and citizens to the rest of the world. After the concert, concertgoers are invited to meet the band members, and even take the sought after #selfiewithasailor. The band will be performing patriotic classics, operatic arias, and Broadway showstoppers. To obtain free tickets, call XXX-XXX-XXXX. The town Square is located at XX address. More information can be found at: website.

Appendix D: Sponsor Handbook Example

Navy Band Northeast is excited to perform for your event! To make the event a mutual success, our Public Affairs Office has produced the following recommended ways of promoting our concerts. Please let us know if you can accomplish these goals and how we can help!

- 1. Our concerts must be free, but ticketing events is still encouraged! Tickets stimulate attendance and you can bolster your organization's name by offering the free tickets. While the U.S. Navy and government does not endorse any specific business, please be aware there are free online ticketing websites at your disposal.*
- 2. Our team will create a Facebook event, please share on your organization's facebook page as well. We may also ask you to share some of the "behind the scenes" posts in preparation for your event.*
- 3. The press kit you have received should contain all the materials you will need for print materials. If you send these to local business, our impact will be greater. Local contacts are more likely to post the flyer if it comes from your organization.*
- 4. Please send us a list of media sources in your local area you think may be interested in the event and we will distribute our press releases. If you have personal contacts in media, please let us know and we will send you our press release to send to them.*
- 5. Invite local news stations to cover the event!*
- 6. NavyBand Northeast is active on Instagram. Please inform us if you have Hashtags you will use in conjunction with the event as we will be sure to include them for photo sharing.*
- 7. Finally, word of mouth is our biggest ally! Tell your coworkers, friends, and neighbors! Also, tell local organizations of interest such as tourist information centers, school music programs, veteran's organizations, mailing lists, etcetera.*

Thank you and we look forward to working with you!

Appendix E: Concert Survey Card



NAVY BAND
NORTHEAST

Concert Feedback

Thank you for attending and for your feedback so we may better serve you.

1. How did you you hear about today's concert? _____
2. Have you ever been to a Navy band concert before?
__ Yes __ No
3. Did this concert experience meet your expectations of quality?
__ Yes __ No
If no, please explain _____
4. Did the musical selections form a pleasingly varied yet cohesive concert experience?

5. How likely are you to attend another navy band concert?
__ Very Likely __ Somewhat Likely __ Not Sure __ Somewhat Unlikely __ Very Unlikely

Appendix F: Strategic Marketing Plan Outline

Strategic Marketing Objective 1: Increase audience attendance at public concerts

Goal 1: Create standard cohesive marketing materials

- 1.1 Develop and utilize a standard press release format to maximize efficiency
- 1.2 Flyers and brochures are created for each ensemble with room for modifications for individual concerts. It is imperative that the print materials convey the intended energy of the concert.

Goal 2: Develop sponsor relationship to the maximum extent

- 2.1 Initiate contact with a personal phone call and ask the sponsor about their experience and capabilities
- 2.2 Sponsor handbook emailed to sponsor
- 2.3 Press kit is sent to sponsor and includes group descriptions, high resolution photos, flyer and brochure mock-ups
- 2.4 Public Affairs Office is in regular contact with sponsor
- 2.5 Sponsor is encouraged to ticket event whenever indoors and are advised of free and convenient ticketing services such as EventBrite.

Goal 3: Target specific concerts to supplement sponsor's marketing efforts

- 3.1 PAO is included as an integral part of Operations meetings to select target concerts
- 3.2 Conduct research in the concert area to determine appropriate media outlets. Add these outlets to a database for future use.

- 3.3 Send early release press release to media within a couple weeks of concert, then send a week of press release the week of the concert
- 3.4 Conduct a site visit and drop-off flyers, or email flyers to local business councils
- 3.5 Facebook event created and shared with local businesses and sponsor
- 3.6 Concert preparation photos are shared on Instagram and labeled with hashtags
- 3.7 Videos are shared through Facebook to create buzz about event. Include text on the screen so videos can be consumed in silent mode.

Strategic Marketing Objective 2: Increase positive interactions between band members and audience members at concerts

Goal 1: Increase organizational internal publics and reinforce the importance of positive interactions of band members with audience members

- 1.1 All band members are informed of the goals for upcoming concerts
- 1.2 Feedback and suggestions from the bandsmen are requested on a regular basis

Goal 2: Create meet and greet photo opportunities

- 2.1 Encourage people to come take a selfie with a sailor
- 2.2 Designate specific people to interact with audience members, and provide talking points

Goal 3: Through market research, ensure the proper ensemble is sent to perform for the event and use the same research to inform marketing decisions

Strategic Marketing Objective 3: Develop a marketing efforts evaluation system

Goal 1: Create a record of public affairs efforts and corresponding outcomes

Goal 2: Survey audience members

Goal 3: Define key performance indicators and adjust in real time