



Guide to Marketing the Arts in Your Non-Profit Organization



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I. INTRODUCTION

If you present a program and no one comes, did it really happen?

Marketing is a fun and creative way to get your organization's name out and increase your audience in both number and diversity. And it does not have to be expensive. It can range from putting up a flyer at the local grocery store to a series of newspaper ads, with a lot of room for creativity in between.

In this guide, we give you proven techniques and tips to make your organization more marketing-savvy, increase your audience, and create a greater understanding about your organization in the community. From the process of writing and sending out a press release to identifying and attracting new audiences, we will lead you through the fundamentals of marketing and reveal both innovative and traditional ways of attracting the attention of media, audience members, and the general public. The more creative you are, the more fun and effective your marketing will be!

This guide leads you through the basics of marketing—covering product, place, price, people, and promotion—that you must think through before even starting your promotion and publicity efforts. Promotion (your flyers, ads, etc.) and publicity (what the media and others print about you) are given special consideration, explaining various techniques and approaches that can be used for successful marketing.

We hope you that this guide will help you get your message out efficiently and vto a greater number of people.

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II. BASICS OF MARKETING

Marketing is the process by which you come to understand the relationship between your organization and its audience.

There are five basic “P”s of marketing: product, price, place, people, and promotion. While successful promotion (advertising, PR, direct mail, email marketing) is really the ultimate goal of marketing, it should really be the last step in a larger strategic process. Product, price, place and people all need to be in alignment for promotion to be effective.

A. PRODUCT

When marketing your organization or event, it is useful to think of your art as a product that you can offer to the public to consume, experience, enjoy, and reflect upon. You should package your product in enticing language and imagery that attracts your target audience and focuses on how great the viewer’s experience will be. Use language—consumer language, not just arts-related language—and imagery in your marketing materials that best encompasses your art and attracts your audience.

B. PLACE

Place refers not only to your organization’s location but also to its accessibility. Can your constituents reach you easily? Is it convenient for them to buy tickets to your event? Does the signage clearly mark the location? Are there alternate ways in which organization can reach the public?

C. PRICE

In setting a monetary price for your event, you need to determine what your monetary goals are. Do you want to cover your costs and break even? Or, do you want to make a profit? You should also consider how your organization’s ticket cost compares to competing arts and non-arts options.

Price must be considered even if your event is free because the cost of attending an arts event is more than just the ticket price. You must take into account other actual and perceived costs. How much does it cost to participate (in terms of time and money) from the minute the customers leave home to the minute they return home?

	Examples	Tips to Alleviate or Reduce
Actual Cost	Transportation Parking Baby-sitter	* While most <i>actual costs</i> are outside of your control, you can help lessen these costs by providing subway directions, cross streets, or a map to parking garages.
Perceived Cost	Intimidated by attending an “artsy” event (afraid will not fit in or understand the event)	* Provide information about the art or production before the event, i.e. via a Web site, e-mail, invitation. * Include language on your marketing materials such as, “appropriate for all ages/levels,” when applicable.
	Unsure of area’s safety or location	* Clearly mark the location by posters or lights. * Provide maps.

The key to alleviating actual and perceived costs is brainstorming what an audience member needs to go through to attend your event and then making it as easy as possible for them to get there. The smallest detail in an invitation, such as providing subway directions or cross streets, immediately eliminates a perceived cost and makes it easier for someone to attend.

D. PEOPLE

Organizations need to consider who their audience will be for an arts event. Organizations should ask themselves, who is our current audience? and, who is our potential audience?

Who is our current audience?

Current audience members and supporters should always be informed of and invited to events. Maintaining contact with attendees is an easy way to begin building a relationship and loyalty with an audience. Keep a mailing list at all events to collect the contact information of the audience.

Any donors or fiscal supporters should always be informed of and invited to events. This is a group who has already shown an interest in your work and will be eager to learn and see your artistic progress.

Who is our potential audience?

Venue's Community

When an event takes place in a community-oriented venue, inform members of that community about your event. Community members tend to be more comfortable and familiar with attending events in their own neighborhood and may therefore be more likely to attend.

- ✓ Ask the venue for permission to use their mailing list.
- ✓ Place marketing materials (i.e. poster, flyer) in the venue or at community centers and businesses in the immediate neighborhood. (It is always important to ask for permission before posting material for legal reasons as well as to build community relations.)
- ✓ You can request media kits from local media (newspapers, radio, etc.) that often include demographics information of the community. This will give you insight as to what type of audience members are in the community.

Discipline- or Demographic-Specific Groups

Focus on how your organization can connect its artistic product with an audience most likely to appreciate and value the work. Identify a group/groups of people that would particularly enjoy or appreciate your organization's artistic product. For example, a group may be looking for a specific artistic experience, seeking out "innovative presentations of cultural dramas" or "modern dance from around the world." Does your organization's artistic product fit these needs? Or, a group may be looking for a social or educational experience, seeking opportunities to get together with friends, time for family entertainment, or a method of relaxation. Would your organization's artistic product fulfill these needs?

E. PROMOTION

Promotion (advertising, PR, direct mail, special events, telemarketing, community outreach) should be the final topic considered after a thorough review of product, price, place, and people. All these elements need to be outlined first so that promotion can deliver its needed punch. The next section will deal solely with promotion.

III. PROMOTION

A. DEVELOPING PROMOTIONAL MATERIALS

1. Organization-Centered Material

Brief History: A short statement about the history of your organization can be useful for press releases, public service announcements, emails, flyers, newspaper and magazine interviews, and other press coverage. It is usually written as a narrative, possibly including details about the organization's artistic vision, previous exhibits/performances, or any awards received.

Mission Statement: A mission statement describes what the organization does, whom it serves, and what it intends to accomplish. It should be easily understood and succinct.

Board of Trustees: A list of your Board of Trustees should be available. This list should include the trustee's name, professional affiliation, and any title they hold on your board.

Images: It is helpful to have photographs of performance stills, artwork, or artists that can be reproduced in publications or for publicity reasons.

2. Event-Centered Material

Event-Centered materials are what you use to promote your event. Prices range from expensive (advertisements) to relatively no cost (e-mail). Examples of promotional materials include: press release, flier, postcard, poster, bookmark, magnet, advertisement. Be creative when thinking of promotional materials you can create. See Appendix 1 for examples. This will be further explored in "Alerting Audiences" on page 9.

B. ALERTING THE MEDIA

There is no set formula to ensuring press coverage. Do not be discouraged if the press does not cover your event. Current events and other competing interests affect media availability on any given day. If you do not get covered in one event, try, try again. The more times a press release with your organization's name on it comes across an editor's desk, the more they will learn about you and possibly cover you in the future. Focus on the smaller, community newspapers, rather than jumping straight to The New York Times. Coverage in these smaller papers can be just as effective in your marketing efforts and is a bit easier to obtain. Try to establish relationships with the media outlets in your community.

1. Press Kit

A press kit should be organized in a folder and should include all of your promotional material including:

Organization Info (in left side of folder)

- organization's brief history
- board of trustee list
- misc. marketing materials
- any relevant or recent press coverage

Event Info (in right side of folder)

- press release for current event
- program for event
- bios for artists, if applicable
- images from event

In general, press kits are made available for attending press at the opening night of an event or at a press preview. Press kits do not need to be sent to press ahead of time unless there is a particular media contact that you are expecting or hoping will review your event.

3. Public Service Announcement (PSA)

A Public Service Announcement (PSA) is a brief announcement aired free of charge on the radio or television for nonprofit organizations. Most radio stations dedicate a certain percentage of their airtime to PSAs. While every station varies in their specific PSA requirements, the following are general guidelines:

- PSAs are received (either in writing or a tape) at least two weeks before the event. Some stations however require longer lead times, as much as six weeks. Check deadlines.
- Check with the public affairs director of each station as to their rules and regulations regarding PSAs. Some stations air PSAs randomly throughout the day; others have community calendars where they air announcements collectively.
- PSAs of differing length should be offered. Indicate the reading time at the top of the page: ten seconds (25 words), twenty seconds (50 words), and thirty seconds (75 words). Never send anything without reading it out loud and timing it several times first. Names that are difficult to pronounce should be spelled out phonetically.
- It is against the law to mention raffles, door prizes, and lotteries.

4. Press Release

A press release is used to alert the media to your event with the hope that they will publish a listing or cover the event. It should include a brief, factual description of the event and the artists and organizations involved. A cover letter may also be used if you want to provide more descriptive language or “pitch” the event, but it is not required. Press releases should be sent out a month before your event with follow-up calls or invitations going out two weeks before the event. Magazines, television and radio stations may require longer lead times, so it is best to check exact deadlines.

What goes in the press release?

What: What services or activities have you organized or plan on organizing?

When: When will your event take place? (include date and time)

Where: Where is the event being held? (provide directions if necessary)

Who: Who will the event feature?

Why: Why is this event being held at this time in this community?

Contact: Who can be contacted for more information?

Other: What, if any, requirements or restrictions are there for attending your event?

When possible, you should try to include some “hook”—an idea about what makes your event unique or topical. It is sometimes helpful to approach media with the attitude that you are doing them a favor by letting them know about this exciting new happening or trend.

Tips to Structuring a Standard Press Release:

- Press releases should be typed, double-spaced and spell-checked. Press releases need to be presented in a professional manner that is easily read. Spelling errors are a quick ticket to the editor’s wastebasket.
- The name and address of the organization sending the press release should be prominently displayed at the outset. This is easily accomplished by using pre-printed letterhead, either designed professionally or on your computer.
- Always include the name and phone number of a specific person to be contacted for more information at the top of the first page. The contact person should be prepared to handle calls from the media. He or she should have a thorough understanding of the release and be authorized to make further statements or release more information.
- Include a release date and time at the start of the body text on the first page. Examples: FOR RELEASE February 28, 2002; FOR IMMEDIATE RELEASE; RELEASE AT WILL (if not time-sensitive).
- At the top of your press release put a suggested headline in all caps, bolded, and underlined. This should be a catchy headline that summarizes the press release and entices an editor to continue reading. For example, “Meta-Forms, Exhibition of New Work in Computer Arts, Showcases Merger of Technology and Art” is more alluring than “NYFA to Exhibit Computer Arts Fellows.” You can also use a sub-header for more details. This should be bolded and underlined but not in caps.

- Always make your first paragraph the most important item in the article. The first paragraph should be the “sales hook” for the editor or reader and should contain the essential 5 Ws (Who, What, Where, When, Why).
- Follow up with the facts of your story in descending order of importance.
- A quote by the artist or organization representative adds more substance to your release. It also makes it more appealing for the media to publish, as it is an enticing item for their publication that they do not have to investigate.
- End your press release with the boilerplate (general description) of your organization. The boilerplate can be your mission statement or a brief description of your artistic vision or goals.
- If the main text goes on to another page, write MORE or OVER at the bottom of the page to indicate that this is not the end.
- At the end of the main text of the article, signal that it is the end by putting three pound signs, "# # #," or the word "END."
- After the end signals, put any special additional information that does not fit elsewhere. For example, you can list the schedule for a special photo opportunity and/or interview availability.

When writing a press release, the more it looks like a read-to-publish article, the better. Some publications will even end up publishing the press release verbatim. See Appendix 2 for a sample press release.

4. Developing a Press List

A press list is a list of media outlets such as area newspapers, magazines, radio and television stations, and Internet sites. Think about your audience and about expanding your audience – what media sources might reach them? When collecting contact information for your list, identify particular writers, editors, or programmers who review or discuss the arts or local events. Releases addressed 'To the Editor' may never find their target, as there are many kinds of editors in a media outlet. When in doubt, send press releases to the Arts/Entertainment Editor.

How to develop a press list:

- Buy, borrow, or check out a media directory, which lists all the major publications, news editors, arts writers, and reviewers. Some media directories, such as those published by Bacon’s Information Inc., are carried by public libraries. Check with you local library for availability.
- Read publications, newspapers, and magazines, and make note of writers that cover areas similar to your field.
- Look at the TV & Radio program listings, making a note of those that might be useful; watch and listen.
- Call stations or look at their Web site for a listing of regular programs and personnel.
- Request media kits produced for potential advertisers from local media (newspapers, radio, etc.) that often include demographics information of the community, their target markets, circulation, and readership figures.
- Utilize the Internet! The Internet provides a wealth of information on media outlets. Most media outlets have their own Web sites on which you can determine specific editor contact information.

www.newsdirectory.com is a free online directory of media outlets including newspapers, magazines, and television stations. For listings of radio stations, check out www.radio-locator.com. If you do not have Internet access, most public libraries provide free access.

- Don't forget to include: community organization newsletters, ethnic papers, free street press, university newspapers. These outlets are more likely to print your press release. You can find more alternative press ideas at www.altpress.org.

5. Event Fact Sheet

An event fact sheet differs from a press release in that it includes only the bare bones of the event, answering the important questions of who, what, where, when, and why. It can be sent either in lieu of or in conjunction with a press release. Event fact sheets should be sent to the Calendar/Events Editor. Every publication's deadline differs slightly, but most are around two weeks before publication. Monthly magazines will have earlier deadlines. Check with the publication for an exact deadline. See Appendix 3 for a sample event fact sheet.

C. ALERTING AUDIENCES

1. Direct Marketing

Direct Marketing allows you to personalize and customize a message to different persons and groups at a specific time. The most popular forms are direct mail and e-mail marketing. Direct marketing is perhaps the most effective form of promotion because you have total control over what message you send, who receives the message, and when it is received. You can create general direct marketing pieces that go to a mass audience, such as an invitation, or specific marketing pieces that go to a target audience, such as a letter.

Direct Mail

Direct mail allows you to communicate with current and potential audiences. It can be used to offer a subscription or membership, to communicate some interesting news (such as an award or rave review) or to alert audience members of an upcoming performance.

Expenses runs the gamut. While a large direct mail campaign can be a costly investment, there are less-expensive alternatives. Postcards are fairly low cost and can look professional whether designed on your computer or by a designer. If you cannot afford postage, postcards can always be handed out at events. A virtually free form of direct mail is through e-mail marketing.

E-mail Marketing

If you do not already have e-mail addresses for your existing audience, start gathering them immediately! Email is a versatile, low-cost medium whose format can range from simple text to HTML & rich media. Content can be generic or highly customized. E-mail should be used as a way to notify your audience of upcoming events but also as a form of communication that allows you to learn more about your individual audiences' needs and interests. Although e-mail can play a valuable role in customer acquisition, it is in retention and loyalty that e-mail truly excels.

- Subject line should be brief and descriptive enough to make it obvious why you are sending the message and include the name of your organization.
- Give subscribers the option to unsubscribe with a note at bottom of email.
- Provide a valid, working reply address in the "from" line.
- Provide a privacy policy on your e-mail and/or Web site. For some good examples of how to write a privacy policy, visit TRUSTe's site at <http://www.truste.org>.
- Include a link to your Web site, if you have one, or to the organization with which you are working.
- Include a message that encourages recipients to forward the e-mail to a friend. This is known as a "forward to a friend" e-mail campaign, or viral marketing. It helps your organization reach out to new prospects. The power of your constituents' network of friends, family, and co-workers can be a highly effective way to attract more people far beyond your initial supporter base.
- Send e-mails out in smaller bunches. Some e-mail servers, such as AOL, consider e-mails to a bulk number of people as spam mail and will block the incoming e-mail.

HTML Email

Recent studies have shown that HTML email gives better response rates than text email. Catchy graphics, attractive formatting, varied text style (color, size, and font), and other factors help make such messages appealing to the eyes. With today's technology, less than 1% of e-mail users are unable to read HTML email.

The following are tips on designing HTML E-mails:

- First impressions count! Include a descriptive subject line and be conscious of what part of your design will appear in the preview window. What appears in the subject line and preview window may determine whether or not the recipient will open the e-mail.
- Keep the design clean and simple. HTML e-mail can be interpreted with slight variations depending on the recipients e-mail provider (yahoo, netscape, etc.) and computer type (PC vs. Mac). The simpler the html, the more likely it will appear as you intended it to.
- Limit the number of graphics and images. If there are too many images or graphics, the file size will be too large and the e-mails may be suppressed due to the length of time the emails take to download. Make sure that your images are prepared for web use (72 dpi) and try to keep your e-mails to a maximum of 15-20k.
- Use links and formatting to provide emphasis and scanability. Formatting (color and bold) can be used to highlight key points. Links will catch a viewers eye and encourage them to visit your site

Whether you decide to use text or HTML, e-mail is one of the most effective forms of direct mail that is immediate, personal, and at a low cost.

2. ADVERTISING

Advertising is one of the most expensive forms of publicity unless you have corporate underwriting. For advertising to be effective, an ad must run more than once—the more times an ad runs, the more effective it is. If you can only afford to run an ad once, it would be wise to invest your money into alternative publicity methods.

Organizations who do advertise should consider the following:

- Be familiar with the technical specifications and appropriate submission deadlines required by the publication. Publications' advertising representatives will be happy to go over this with you.
- Ads should appear prior to the event and during the event if appropriate.
- The more times the ad appears, the more effective it will be in reaching and effecting audiences. Publications reduce ad rates when an ad is placed multiple times.
- Design the ad to reflect your art or organization in typeface, photo images, etc. Use an image that will attract the eye and get the attention of readers.
- Some publications will allow you to choose where the ad will appear (i.e. in the arts section). This may be for an additional fee.
- Ask about discounted rates for nonprofits. Most publications have a policy on this.

The size of your budget should be a strong determining factor in deciding whether or not to place advertisements. Paid-for ads are not always considered essential for arts events, and many organizations rely on free or lower cost alternatives. Some publications will accept free "drop-in" ads, but these ads are run only on a space-available basis; the lack of control in timing and placement make them ineffective for event promotion.

3. OTHER PUBLICITY IDEAS

101 Ways to Promote the Arts

Compiled by the Arts & Business Council of Miami

Laura Bruney, Executive Director of the Arts & Business Council of Miami says, "The 101 list came about when one of our steering committee members thought people would respond [to a list of ideas] and they did! The steering committee came up with some unique items for the list. We focused on innovative and unique promotional opportunities between business and the arts. We also tried to emphasize neighborhood marketing—promoting the event/performance in the area surrounding the theatre or performance site."

When looking at the suggestions on this list, consider your target customers. Try to see things through the Target customer's point-of-view. Will they respond well to this particular type of promotion? Is the type of promotion likely to reach the customers your organization is trying to capture? Do you have facts to back up your assumptions?

1. Develop relationship with neighborhood shops
2. Point of purchase displays to sell tickets
3. Hand out postcards and fliers in neighborhood
4. Opening Night Sponsorship with local business
5. Tie-ins to other events
6. Perform at halftime at a sports event – Hand out information before and after
7. Live radio broadcasts at programs in return for free media ads
8. Statement stuffers in local banks, stores, etc.
9. Contests for children to win free tickets
10. Grocery bag printing about event
11. Newsletter
12. Print restaurant trays with info about event
13. Posters
14. Holiday decorations display or sale at December performances and events
15. Speak at a local Rotary or Kiwanis club
16. Local business provides all the ushers for a performance as a corporate team
17. Media co-sponsorships
18. Endorsements or ads by celebrities
19. Target specific groups. Example: Women, Families
20. Fliers in chamber newsletters
21. Special campus promotions to sell tickets
22. Give away the Front Row as Radio Promotion
23. Opening Night Reception with the Artists
24. Meet the Artist events
25. Restaurant, show, limo packages for patrons
26. Special hand out nights – Example: Fang giveaway for Dracula performance
27. Slides at local movie theatres
28. Special extras for season subscribers
29. Family promotions at matinees – Example: Tea party with the dancers for Nutcracker
30. Behind the scenes events and promotions
31. Costumed courier to hand out information
32. Mall exhibits and ticket giveaways
33. Fashion show themed around program – Example: a swimsuit show for South Pacific
34. Videos of performance highlights
35. Local weather remotes – broadcast live from your site, cast sings "You Are My Sunshine"
36. Celebrity or VIP Ushers
37. Discounts for specific groups
38. Special Offer mailings to Target audience
39. Benefit tie-ins – food drive during opening night
40. Co-host performance and reception with charity
41. Broadcast e-mail about upcoming events
42. Website with performance and ticket specials
43. Balloon drop with free tickets in some balloons
44. Neighborhood store theme Window Displays
45. Beverage company tie-ins – xyz wine night with free samples, wine company advertises event
46. Win a Dinner Date with the star or an artist
47. Singles performance with reception
48. Pre-show demonstrations
49. Place postcards about upcoming events in shops and restaurants in the neighborhood
50. Video streaming on Web site to showcase

51. Patron buttons or cards to receive special gifts
52. Scavenger Hunts
53. Neighborhood Restaurant Bill Promotion – a flier for your event is presented with each bill
54. Related visual art display in the lobby
55. Photo contest
56. E-mail newsletter
57. E-mail invitation with special discount
58. Trio Discounts – buy three shows get one free
59. Collective ads with neighborhood groups
60. Annual event tie-ins
61. Senior citizen programs and discounts
62. Bounce back ads on back of tickets
63. Perform at malls – hand out information
64. Perform at festivals – hand out information
65. Radio promotions with free tickets
66. Nursing home appearances by artists
67. Children’s hospital appearance by artists
68. Easter egg hunt with spring shows – some eggs have free tickets
69. Focus group brunch
70. Costumed characters at business event
71. Arts Talk
72. Gallery walk with collective ads
73. Arts Night in the Neighborhood
74. Bring Your Neighbor promotion
75. Door hanging invitations
76. Ads in church and temple bulletins
77. Audience Surveys
78. Test Drive Promotion - Car dealer gives free tickets to your performance to anyone who tests drive a specific car – dealer pays for tickets and advertises event in their test drive ads
79. Postcards, fliers at related performances
80. Trade ads with related arts groups
81. Niche advertising
82. Customer Appreciation programs
83. Lobby promotions with local business
84. Concierge - Dinner reservations in the lobby
85. TV public service announcements
86. Cable television tie-ins
87. Giving tree in the lobby
88. Performance/event on Arts Council Web site
89. Performance/event on visitors bureau Web site
90. Condo group sales promotion
91. Perform at local condos – sell tickets
92. Event/performance featured in sponsors ads
93. In-house business Promotion to sell tickets
94. Listing in Arts Connection newsletter
95. Listings in free social and community Web sites
96. Calendar listings – be creative
97. Supervised children’s area for parents
98. Tell A Friend campaigns
99. Perform at libraries
100. Tickets to hotels/concierges
101. Shuttle buses to event from hotels/condos

IV. OTHER RESOURCES

Media Resources:

www.newsdirectory.com

NewsDirectory is a free directory of newspapers (daily and non-daily), magazines, television stations, colleges, visitor bureaus, and governmental agencies. You can sort listings by state, city, or region and it provides links to media Web sites.

www.radio-locator.com

Radio-Locator allows you to search for radio stations by city, state, zip, am/fm, call sign and/or format. Listings include call sign with link to radio Web site, frequency, signal strength, city/state, any school affiliation and format.

www.altpress.org

The Alternative Press Center (APC) is a nonprofit collective dedicated to providing access to and increasing public awareness of the alternative press. The site provides an online directory of alternative topics magazines, with editor contact info.

General Marketing Resources:

www.artsmarketing.org

ArtsMarketing.org is a joint project of Arts & Business Council Inc.® and Arts & Business Council of Chicago. The site provides abundant resources for marketing the arts including information on marketing campaigns for arts organizations, plus low cost workshops nationwide for individuals and organizations on developing specific marketing skills

www.artsandbusiness.org

The Arts & Business Council was founded in 1965, and is devoted to stimulating partnerships between the arts and business that benefit both sectors and the communities they serve.

Standing Room Only, by Philip Kotler and Joanne Scheff and published by Harvard Business School, December 1996

Don't Just Applaud—Send Money!, by Alvin H. Reiss and Published by Theater Communications Group, New York, 1995

Online Marketing Resources:

www.clickz.com

ClickZ is devoted to all aspects of Marketing, helping Interactive Marketers do their jobs better. This includes great content on e-mail and Internet-based marketing.

<http://pcwebopedia.com/>

An online dictionary and search engine for computer and Internet technology.

www.marketingterms.com

Marketing Terms.com provides an Internet Marketing Reference and Index of Internet Articles. Online marketing terms and techniques are explained, and links to many useful resources include those on e-mail marketing, Web design, linking strategies, and free Web site promotion, among many others.

www.fuel4arts.com

Funded by The Australia Council for the Arts, fuel4arts.com delivers free marketing tools and ideas to professional arts marketers and artists. The site operates as an online community with over 4,000 regular members from all over Australia and as far afield as Malaysia, USA, UK, Russia, Brazil and over 20 other countries. Check out SAUCE!—a free publicity guide including comprehensive information and hot tips on effective promotion.

www.pressflash.com

Press Flash is a for-profit press release service. Under there “Useful Information” is in fact useful information about writing press releases.

www.benton.org/Practice/

Benton Foundation Best Practices Page includes links to innovative uses of technology by nonprofit organizations. You will find links to a number of other nonprofit and technology initiatives here as well.