



## **Jamestown-Yorktown Foundation Marketing Committee Meeting**

Thursday, September 30, at 1:30 p.m.

Jamestown Settlement  
Education Wing Conference Rooms A & B

This is an in-person meeting as quorum is required for the meeting.  
Participation by phone is available if individual circumstances warrant.  
(in accordance with VA Code 2.2-3708.2)

Phone Conference Instructions:  
**Call (866) 845-1266**  
**Enter Participant Code: 39976600#**

**Jamestown-Yorktown Foundation  
Marketing Committee**

**Thursday, September 30, 2021  
Jamestown Settlement  
1:30 p.m.**

**Mrs. Anedra W. Bourne, *Chair***  
**Delegate Cliff Hayes, Jr., *Vice Chair***  
Mr. A.E. Dick Howard  
Professor Ervin L. Jordan, Jr.  
Delegate Delores L. McQuinn  
Delegate Kenneth R. Plum

Mrs. Alexis N. Swann\*  
Ms. Susan R. Swecker  
Mr. Fred D. Thompson, Jr.  
Mr. Jeffery B. Trammell  
Delegate R. Lee Ware, Jr.  
*\*Liaison from JYF, Inc.*

---

**AGENDA**

- I. Call to Order – Mrs. Bourne**
- II. Approval of Minutes – Mrs. Bourne**  
Wednesday, April 21, 2021  
p. 3
- III. Combined Paid Admissions and Revenue – Mrs. Bourne**  
p. 6
- IV. 2022 Marketing Strategy Plan – Mrs. Turner**  
p. 7
- V. Website Platform and Rebranding Update – Mrs. Turner**  
p. 30
- VI. Other Business – Mrs. Bourne**
- VII. Adjournment – Mrs. Bourne**

Members Present: Mmes. Bourne, Messrs. Hayes, Howard, Jordan, Trammell, Ware.

Members Absent: Messr. Thompson; Mmes. McQuinn, Swann\*, Swecker.

Guests Present: Mmes. Pratiksha Bhattarai, Research Analyst, Virginia Tourism Corporation.

Staff Present: Mmes. Basic, Coleman, Lucas, Murphy, Perkins, and Turner; Mr. Stovall.

*\*Indicates liaison from the Jamestown-Yorktown Foundation, Inc. Board of Directors*

## **I. Call to Order**

Mrs. Bourne called to order the Wednesday, April 21, 2021, meeting of the Jamestown-Yorktown Foundation (JYF) Marketing Committee at 1:33 p.m. by Zoom in accordance with Virginia Code § 2.2-3708.2 (A)(3).

## **II. Approval of Minutes**

Mr. Howard moved approval of the minutes from the November 9, 2020, Meeting of the Jamestown-Yorktown Foundation (JYF) Marketing Committee. Seconded by Delegate Ware, the minutes as presented were approved by roll call.

## **III. Tourism Research**

Ms. Bhattarai presented a report on the Virginia Travel Industry: Forecast, Recovery and Trends. She reported that as a result of COVID- 19, the travel/hospitality industry suffered a loss of 35% compared to 2019. She stated there is a projected \$7.7 billion loss for 2021. The student travel industry in 2020 dropped approximately 90%. She reported that for the 2021 summer season, increased travel activity is anticipated as a result of an increased comfort level among travelers and an increase in vaccinations. She said that leisure travel should increase by the end of 2021, and the hotel/group travel business should recover by 2023, with student travel projected to match 2019 levels in 2023. Mrs. Bourne departed the meeting at 1:58 p.m. Mrs. Coleman presided for the remainder of the meeting.

#### **IV. 2022 Admission Rates**

Mrs. Turner informed the committee that admission rates for 2022 will remain the same as 2021, with no plans to increase the rates in January 2022. She stated that JYF does not want the price to discourage potential museum visitors traveling in the area. The museums are adapting to the current climate with visitors returning for a safe and enjoyable museum experience.

#### **V. Spring Break Visitation Review**

Mrs. Turner reviewed results of the Spring Break visitation at Jamestown Settlement and American Revolution Museum at Yorktown. While JYF was closed for the 2020 Spring Break, she noted that the numbers reflect the week before Easter Sunday through the week after Easter. She stated that if group visitation is removed from attendance figures, the visitation falls in line with past years. She noted that the sales team has been attending virtual meetings, cultivating and developing new tour and travel partners. JYF is hopeful that spring break presents an optimistic view for spring and summer. She said that JYF will continue to communicate and remind visitors that the museums are open, safe and offer two great experiences for their visit.

#### **VI. Spring and Summer Marketing Overview**

Mrs. Turner relayed that Marketing and Public Relations spring and summer COVID-19 recovery plan is underway. She stated that the goal of the plan is to generate and increase the brand awareness and encourage visits to Jamestown Settlement and American Revolution Museum at Yorktown. Mrs. Turner said there are four drivers for the recovery plan at JYF: increase marketing and advertising investment levels to effectively reach potential visitors; take a targeted approach to reach the right people in the right places; deliver engaging content online and through social media; continue to cultivate and generate brand recognition and awareness. She said the 2020 marketing budget was impacted by COVID-19, and the budget has now been increased for 2022. Marketing will utilize the budget to allow for a high return-on-investment on the campaigns through digital and social media advertising. She reported that the general campaign focuses on Virginia residents and those living in the surrounding region. Mrs. Turner relayed that the Marketing team works closely with JYF partners for valuable advertising and editorial placement. She provided examples of the Spring Break creative advertising that targets vacationers and locals. Mrs. Turner used an example of two families' vacation planning strategies and profiles to illustrate the background behind the marketing plan.

## **VII. JYF Rebranding**

Mrs. Perkins stated that the JYF rebranding from “History is Fun” to “JYF Museums” is to better reflect the expanded and enhanced offerings, experiences and educational opportunities available online and in-person at Jamestown Settlement and American Revolution Museum at Yorktown. She reported a new JYF social media icon was developed to be used across all social media platforms. The social media URLs have been updated to @jyfmuseums.org. The INSIDE JYF magazine will debut in Spring 2021 and be published quarterly. Brochures, collateral, content, press releases, partner communications and internal communications are all being updated to align with rebranding efforts. The next rebranding implementation will be transition of historyisfun.org to the new jyfmuseums.org website.

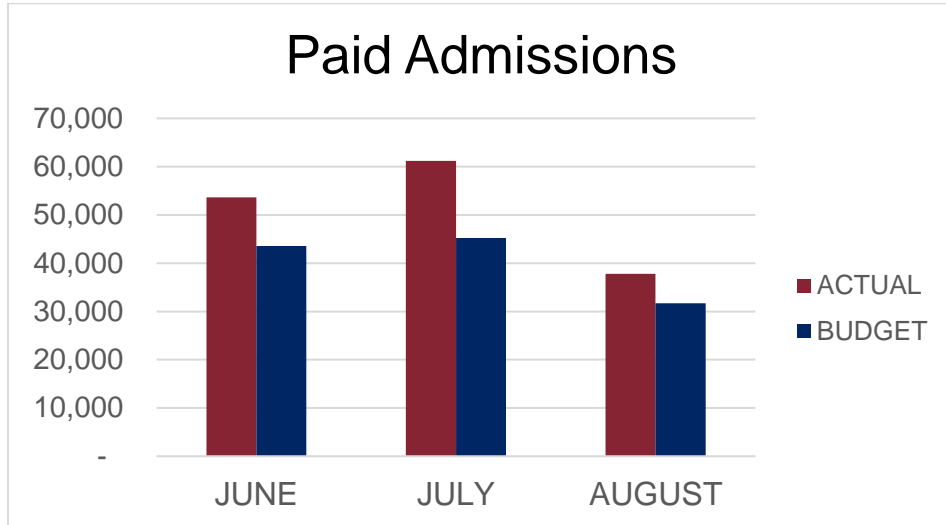
## **VIII. Other Business**

Mrs. Coleman asked if there was any other business for the Marketing Committee members to discuss. Professor Jordan asked about the museums’ safety protocols. Mr. Howard asked about JYF’s relationship with Historic Jamestowne, and how the National Park Service/Preservation Virginia had been impacted by the COVID-19 pandemic.

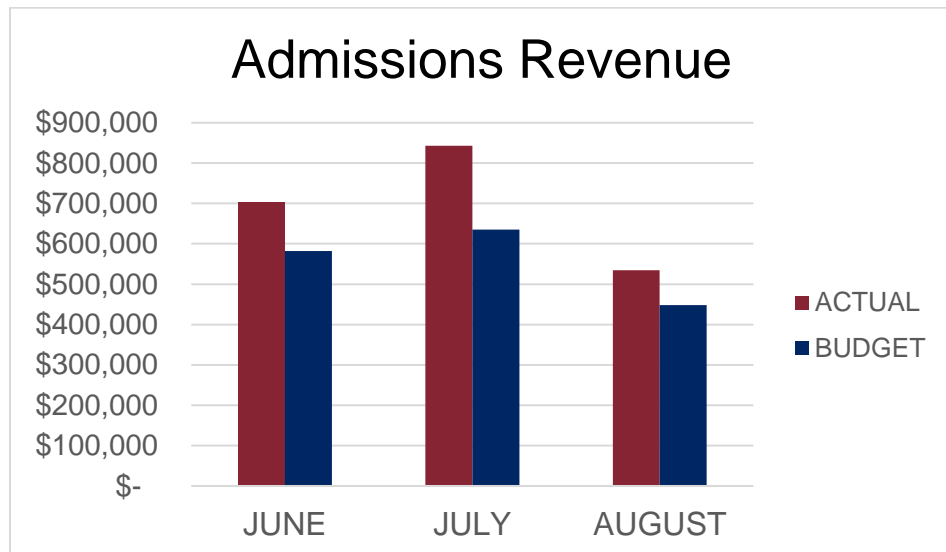
## **IX. Adjournment**

There being no further business, the Wednesday, April 21, 2021, Zoom conference call meeting of the Marketing committee adjourned at 2:51 p.m.

<p align="center"><b>Jamestown-Yorktown Foundation</b>  <b>COMBINED PAID ADMISSIONS AND REVENUE</b></p>
---



	JUNE	JULY	AUGUST
<b>Actual</b>	<b>53,625</b>	<b>61,217</b>	<b>37,803</b>
<b>Budget</b>	<b>43,552</b>	<b>45,210</b>	<b>31,703</b>



	JUNE	JULY	AUGUST
<b>Actual</b>	<b>\$702,128</b>	<b>\$843,392</b>	<b>\$534,370</b>
<b>Budget</b>	<b>\$582,249</b>	<b>\$635,046</b>	<b>\$448,292</b>





# 2022 Marketing Strategy Plan



Jamestown-Yorktown Foundation

# JYF Strategic Plan

## PEOPLE

Recruit, develop and support employees in an inclusive environment.



Boost staff training and professional development. Better align team to reach goals.  
Fill key Social Media vacancy.

## COMMUNICATION

Concise, dynamic and informative.



By working in cross-functional teams, the Marketing team with help coordinate key messages for various stakeholders and audiences in compelling ways.

## PROGRAMS

Better reflects convergence of cultures as defined in our mission.



Build national awareness among current and potential visitors  
and increase traffic among local and national tourists.



# Planning Insights

## What's Working?

- Maintain leisure visitation
- Virginia Residents Annual Pass Program
- Great partnerships with tourism organizations
- Pricing strategy
- Team working towards a common goal - INSIDE JYF
- Private events

## What Needs Work?

- Website effectiveness
- Locals - Lack of awareness of museums, events and admission products
- Staff - Lack of awareness of what marketing does
- Data - Fully integrated consumer purchasing system (Cafe/Gift Shop)
- Management of large video/photo files for internal and external customers

## Too Soon To Tell.

- COVID-19 impact
- Group travel and individual visitation
- Regional partners' operations



## Top 10 States of Origin\* (other than VA)



- 1. Pennsylvania**
- 2. Maryland/DC**
- 3. New Jersey**
- 4. New York**
- 5. North Carolina**
- 6. Florida**
- 7. California**
- 8. Ohio**
- 9. Texas**
- 10. Illinois**



# JS Individual Visitor Profile\*

## Why the Visitor Decided to Visit

1. Interest in History
2. Children's Educational Experience
3. For Own Educational Experience
4. Vacation/Business Trip/Conference
5. In the Area/Visiting Williamsburg

## Visitation Overlap

- 75.0% Colonial Williamsburg
- 58.6% Historic Jamestowne
- 44.7% Yorktown Battlefield
- 22.1% Busch Gardens
- 20.0% Virginia Beach

## Average Family

- Party Size: 3.4
- Parents: 36-59 years old – 33.4%
- Children: 6-17 years old – 20.4%
- Caucasian American – 86.7%
- African American – 4.9%
- International (other countries) – 4.0%

## The Trip

- Avg. Time Spent at JS: 3.1 hrs
- Length of Area Stay: 3.4 days
- First-Time Visitor: 63.5%
- Out-of-State Resident: 79.1%

## What Made it an Excellent Experience/Liked Best About Visit?

1. Learning History/Educational
2. Exhibits/Artifacts/Outside Areas
3. Knowledge of Staff
4. The Staff/Helpfulness of Staff
5. Friendly/Courteous Staff Exhibits
6. Hands-On Activities
7. Good Times/Fun/Enjoyed
8. Interactions with Staff
9. Everything



# ARM-Y Individual Visitor Profile\*

## Why the Visitor Decided to Visit

1. Interest in History
2. For Own Educational Experience
3. Vacation/Business Trip/Conference
4. Grand/Children's Education
5. In the Area

## Visitation Overlap

- 72.9% Colonial Williamsburg
- 50.2% Historic Jamestowne
- 53.4% Yorktown Battlefield
- 19.7% Busch Gardens
- 19.3% Virginia Beach

## Average Family

- Party Size: 3.3
- Parents: 36-59 years old – 30.3%
- Children: 6-17 years old – 19.0%
- Caucasian American – 91.2%
- African American – 3.1%
- International (other countries) – 2.4%

## The Trip

- Avg. Time Spent at ARM-Y: 2.8 hrs
- Length of Area Stay: 3.9 days
- First-Time Visitor: 75.5%
- Out-of-State Resident: 75.5%

## What Made it an Excellent Experience/Liked Best About Visit?

1. Exhibits/Artifacts/Outside Areas Displays/Museum Gallery/Costumes
2. Learning History/Educational
3. Hands-On Activities/Interactives
4. The Information Received
5. Intro. Film/4-D Siege
6. Knowledge of Staff
7. The Staff/Helpfulness
8. Setup/Whole Layout
9. Kid Friendly





## 4 Key Areas of Focus for 2022



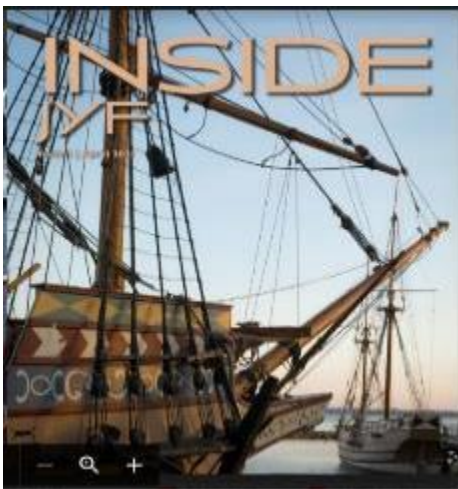
1

Lead through **BEHAVIORS** & interests followed by **geography**. Visitors are looking for information tailored to their needs. Technology gives us the tools to find and target the best prospects. We can track results and optimize quickly



2

Cultivate current and potential **LOCAL** visitors. JYF has a packed calendar of special events to inform and inspire throughout the year. Hyper-locals have paying visitors who enjoy the museums and shop.



3

Elevate the JYF **BRAND** increasing visitation and revenue. Consumers get their information from myriad sources: we need to be there in an impactful way with engaging content. Travelers are ready to get back to traveling again and JYF has two amazing museums waiting for them to visit.



4

Invest in private **EVENTS** and **GROUP** marketing. JYF offers one-of-a-kind event venues in the area. From classrooms to a board room overlooking the York River to a beautiful outdoor festival style setting, JYF has diverse offerings.

# Lead with Targeting Behaviors



**Collaborate with digital advertising agency to identify JYF visitor profiles and key markets**

**Develop annual plan for advertising placements to support special educational programs, admission products, museum events, groups and private events**

**Infuse paid, owned and earned channels in target marketing efforts**

**Reconnect with groups in all market segments as they bounce back from COVID-19 restrictions**

**Used targeted media to reach the best prospects by behaviors and interests**



# Marketing to Reach Diverse & Inclusive Audiences

## Advertising + Media Relations + Sales and Promotions



Messaging highlights diverse cultures and populations in 17th- and 18th-century Virginia as part of the museum experience

Imagery reflects diversity of modern-day visitors and museum staff (age, gender, ethnicity and cultural heritage)

Promote events and educational programs that attract diverse audiences (Indigenous Arts Day, Jamestown Day, After Angelo, Yorktown Victory Celebration, Homeschool Program Days)

# Persona Targeting

## THE JOHNSONS

Grandparents who enjoy family vacations with the children and grandchildren. Research cost effective trips within driving distance. Use traditional methodology for trip planning. Creating memories is everything!



## THE WATERS

Family with older children who will be off to college in a few years. They enjoy spending as much time together through day trips. The family creates memories and takes lots of photos. They have a limited time for planning and book and schedule from their phones.



**NEW**

## BRANDON & LINDSEY

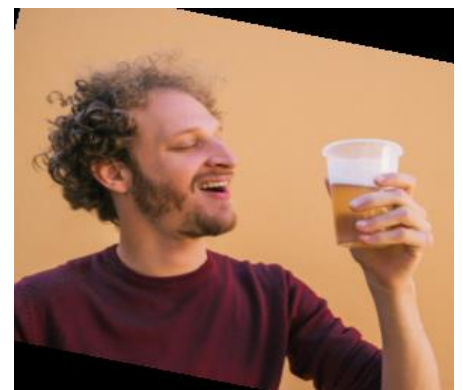
Young affluent couple whose biggest stressor is home-training their puppy. Every weekend is an opportunity to put work aside and take a fun getaway. Planned last minute, driving distance only, breweries required. Social Media is the most used tool for booking. Have fun and get great photos!



**NEW**

## MASON

When not hanging with friends at the breweries, Mason is searching for new eats and culture. Originally from PA, he is a full time resident after graduating from William & Mary last year. He is very tech savvy and uses social/mostly mobile experience. Likes to explore his new neighborhood.



# General Target

## BEHAVIORS

- Day Trippers
- Weekenders
- Vacationers
- History Buffs
- Locals
- Hyper-Locals

## MARKETS

VA, DC, NC  
VA, DC, MD, NC  
VA, DC, MD, NC, GA, OH, PA, NY  
VA, DC, MD, NC, GA, OH, PA, NY  
Hamptons Roads to Richmond  
James City County, Williamsburg, York County

**Jamestown Settlement & American Revolution  
Museum at Yorktown**  
Sponsored

Take a break from modern-day at Jamestown Settlement. We invite Virginia residents to visit throughout the year with the purchase of a Virginia Resident Annual Pass.



JYFMUSEUMS.ORG  
Open For Interpretation  
Purchase passes online.

[Learn More](#)

**Jamestown Settlement & American Revolution  
Museum at Yorktown**  
Sponsored

Locals, show your ID and get in free! This special offer, open to residents of Williamsburg, James City County and York County, is good for free admission to both museums.



JYFMUSEUMS.ORG  
Free Admission For Locals  
Jamestown Settlement & American Revolution Museum at Yorktown

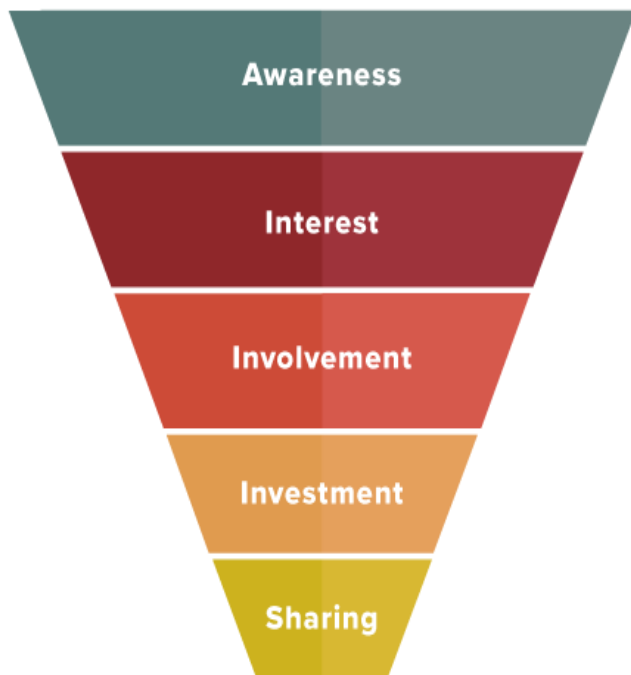
[Learn More](#)

# Cultivate Current and Potential Local Visitors

Give Virginia residents a reason to become annual passholders.

Give hyper-locals a reason to visit with friends and families.

## CREATING A MARKETING JOURNEY



**DONOR**

**Dedicated pass message in advertising content**

**Utilize social media is a place to effectively target passholders**

**Develop a passholder communication plan to market JYF events and encourage multiple visits**

**Collaborate with staff on passholder “perks” to cultivate brand loyalty**

**Move passholders down the funnel to become a JYF advocate and DONOR**



# Cultivate Annual Pass Program

## Initiatives to engage annual passholders...

- ❖ Develop targeted communication plan for passholders
- ❖ Issue JYF lanyard & welcome card
- ❖ Pass benefits: eMagazine, Premium Outlets VIP Shopping Pass, Historic Yorktown Rewards Card, JYF eNewsletter, JYF Museums Events
- ❖ Bring a Friend offers during select dates
- ❖ Passholders Days



# Communicate With Locals

## Remind Hyper-Locals about JYF Happenings

- ❖ Hyper-Locals get in FREE (Williamsburg, James City County, York County)
- ❖ Give them more reasons to visit by communicating events
- ❖ This is a great visitor segment to groom into future donors

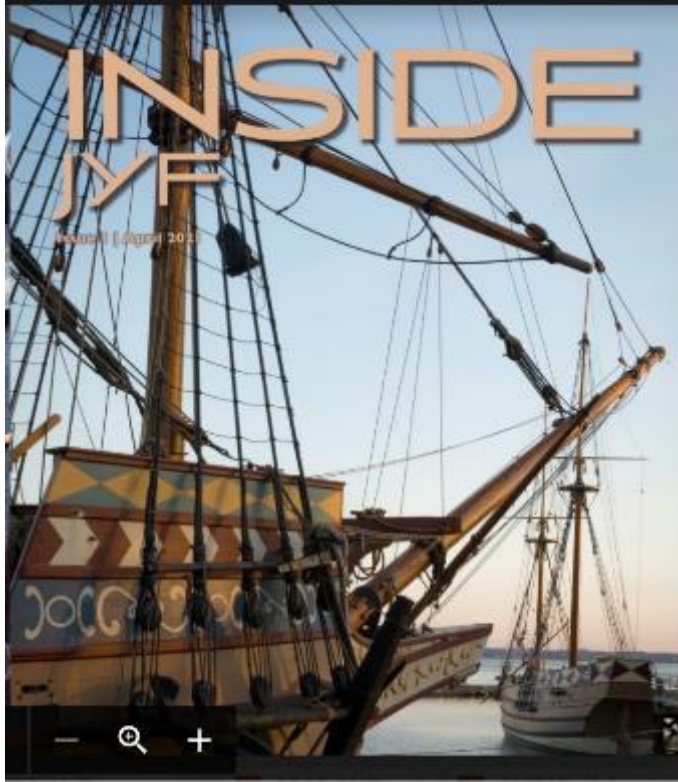
*FY21 – 14,532 residents visited for free and brought 2,809 paying guests with them generating \$38,079 in ticket sales.*

JYF museums' calendar is packed with insightful lectures, interactive special events in addition to the galleries, outdoor living-history areas and special exhibitions.





# Elevate the JYF Brand & Increase Visitation



@jyfmuseums



Rebrand and improve JYF online presence:  
website, search and social media

Implement new creative brand campaign:  
*We're Open for Interpretation!*

Become a purpose-driven brand and live it  
in marketing efforts to resonate with visitors

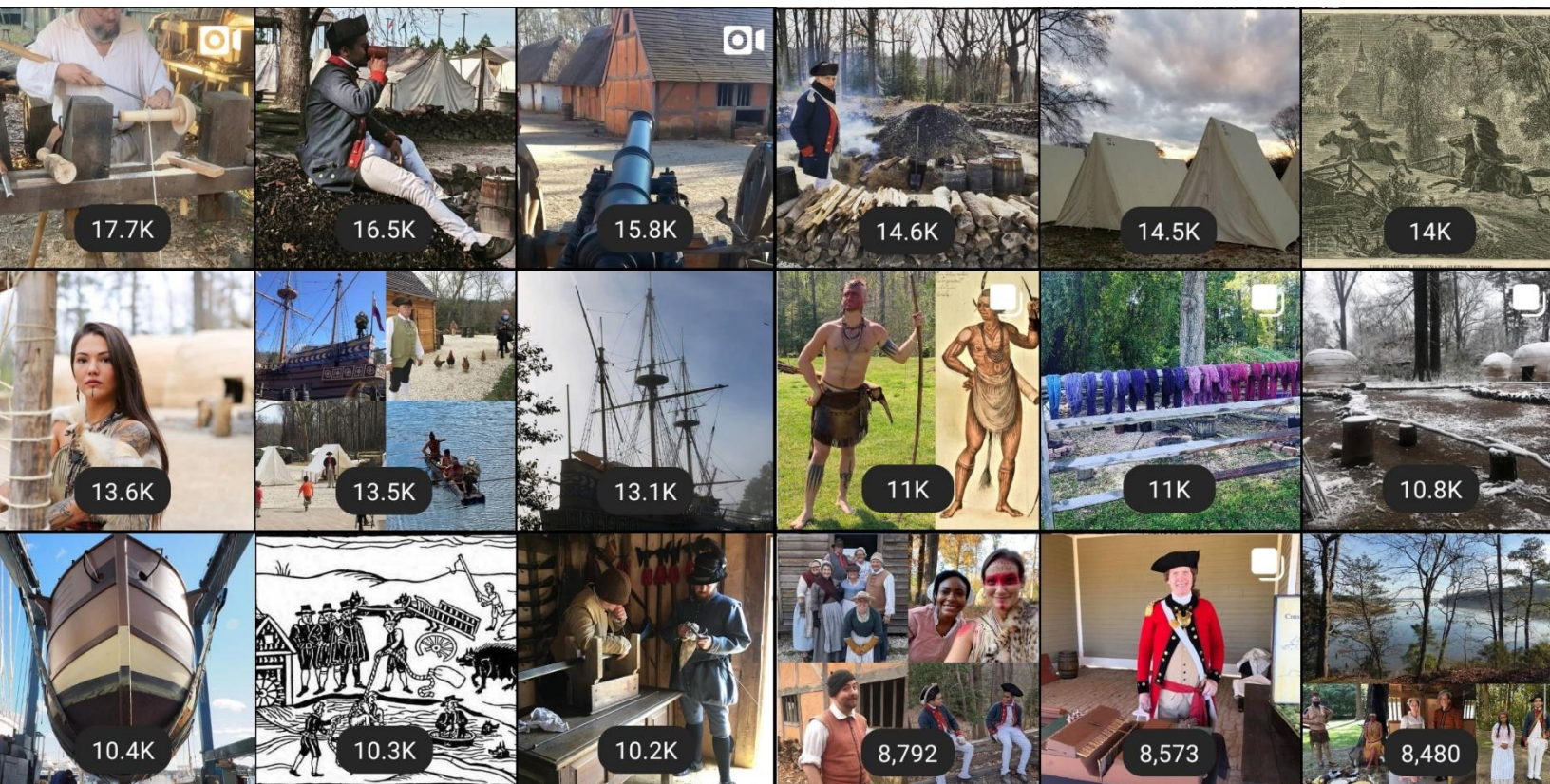
Rebrand both JYF museums to upsell the  
experience with private tours and  
encourage shopping and dining.

Expand reach with relevant co-op partners

# Strengthen the Brand & Visual Identity

## ❖ REBRANDING WEBSITE

- ❖ Refreshed with new banner images and redesigned account images.
- ❖ Establish brand recognition and with clear positioning.
- ❖ Amplify awareness of public programs among general visitors, industry peers and the local community.





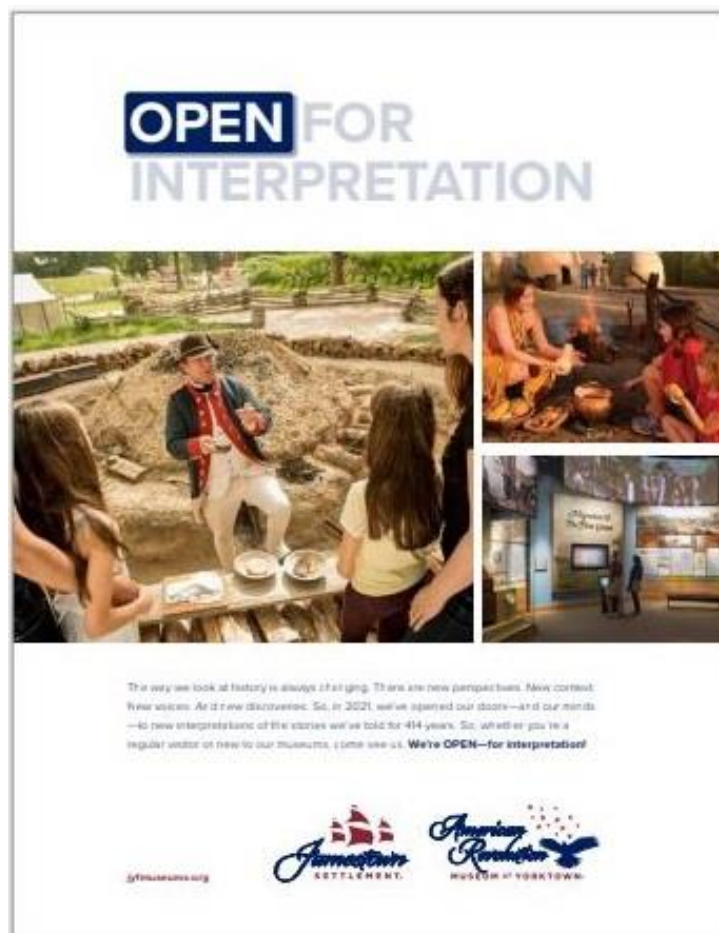
# New Brand Campaign

---

After a long year of limitations, we want all to know that we remain open to share the stories of our nation's founding. The word "open" in this campaign is double-sided. We are opening our doors to welcome our visitors and we are opening our minds to renewed interpretations of our shared history.

---

Campaign Starts September 1, 2021



# Invest in Marketing Private Events & Groups

## Advertising plan promoting facilities rentals & private events



**Review and enhance SEO (keywords and phrases)**

**Display, Discovery and Social Media Ads-  
Build an audience and target them and  
retarget them**

**Pinterest Ads – Allow potential books to  
create a mood board/inspiration board**

**Feature :15 and :30 video spots highlighting  
the venues and uses for the venues**

**YouTube Ads – Ideal to show off what is  
possible**

**TikTok paid content video – Great  
opportunity to reach Millennials for weddings**

# Development Initiatives for Staff

- ❖ Work with other event companies to establish presence for venue space
- ❖ Take advantage of event training opportunities through professional organizations and associations
- ❖ Develop an internal operations plan to communicate to staff the event details and needs

**Let photos sell JYF as unique venues to hold events**



## NEW PRIORITIES

- **Implement JYF digital flowchart with advertising agency to better track ROI and optimize advertising budgets**
- **Acquisition emails to Local, Regional and NOVA/DC**
- **Creative Services for JYF departments**

## ADVERTISING, GRAPHICS AND OPERATIONS

- Develop advertising programs - Targeted and General - Consumer, Group, Private Events, Museum Events, Exhibitions and Programs
- Continue destination cooperative marketing efforts - America's Historic Triangle and VisitWilliamsburg
- Continue brochure distribution in Virginia Welcome Centers and paid service through National Brochure Distributors
- Provide creative development of external and internal promotional materials including INSIDE JYF
- Provide departmental budget management, procurement, website monitoring, and project support services



## NEW PRIORITIES

- Expand educational initiative to private schools and niche markets
- Implement monthly private event meetings with essential events employees

## SALES, PROMOTIONS AND EVENTS

- Implement sale strategies designed to increase the tour/group, AAA and reseller markets
- Off-site ticket sales - Campgrounds, Timeshares, OTA's
- Off-site marketing - shows/coops/ sponsorships virtual and in person presentations & appointments
- Network partnerships - grants, itineraries, coop marketing/advertising
- Support INSIDE JYF, web, newsletters, RTP Ticketing, procurement, and eStore
- Create new revenue sources through private events - packages and upgrades

## NEW PRIORITIES

- Rebrand New Website & Social Media
- JYF Story Ideas
- JYF Style Manual
- INSIDE JYF and Electronic Newsletters
- Crisis Communications

## MEDIA RELATIONS PUBLIC RELATIONS & DIGITAL COMMUNICATIONS

- Raise profile of JYF Museums as a leader in the museum industry through public relations efforts to convey our unique storylines and experiences with engaging visuals to media to reach national, regional and local audiences. (*News releases, website and social media channels.*)
- Bolster awareness of JYF Museums through Virginia and regional destination cooperative marketing and public relations efforts.
- Coordinate media visits and respond to media inquiries and filming requests at JYF Museums. Connect media with JYF historical content experts, furthering JYF credibility as an educational and cultural institution.
- Editorial support of quarterly INSIDE JYF magazine, monthly consumer, teacher and donor e-newsletters, history blogs, and internal and external publications.
- Promote JYF Museums' special exhibitions, programs and lectures.
- Editorial review and digital implementation of on-site and virtual learning programs to communicate JYF educational mission.
- Serve as JYF spokesperson during emergency communications and FOIA officer.





  
James Town  
SETTLEMENT



  
American  
Revolution  
MUSEUM AT YORKTOWN



## Jamestown-Yorktown Foundation WEBSITE PLATFORM AND REBRANDING UPDATE

SiteVision, Inc., an approved Virginia Information Technology Agency (VITA) vendor, has been selected to execute the rebranding and hosting of jyfmuseums.org. It is anticipated that the website hosting will be fully migrated from the current host Ciniva Web Agency, to SiteVision by January 1, 2022.

Website research, design and development services will be provided by Granicus Experience Group, a SiteVision vendor. Grannicus offers a multidisciplinary team of strategists, analysts, communicators and technology experts, to assist JYF in discovering better insights, build better user experiences and achieve better conversions and outcomes.

The work authorized by SiteVision, Inc. will occur within 52 weeks of execution, and includes delivery, installation, training, implementation, integration, testing support and ongoing maintenance services.

### Trailblazer Implementation Timeline

