**Museum’s Mission**

The mission is not formally communicated to staff or volunteers on a regular or semi-regular basis. It is included in the docent training book, the legal framework of the institution and the corporation’s website, but in no other ways.

Mission:

**The Indiana Medical History Museum interprets and preserves the Old Pathology Building. Through its exhibits, publications, and programs, the museum educates the community concerning health care, health careers, and life sciences in Indiana during the nineteenth and first half of the twentieth centuries.**

**Overview of current and future exhibitions and programs**

The table listed on the next page illustrates

Wizards Academy:

* Teaches principles within medical field and about scientific principles
* Hands on activities and demonstrations done through stations
* Children are separated from their parents
* Parents are given a lecture about the importance of science education and how parents can apply scientific concepts educationally at home.
* Begins with a zoo visit of animals of interest to “wizards”
* In 2009 they began branding this program through starting a graphic identity

Medicinal Garden:

* Revamped program. Initially was just the garden, but now is a tour of plants.
* Educational goals are to connect contemporary medicine manufacturing with past use of plants and understanding their compounds.
* Have seen increased traffic because of in depth garden tour.
* Marketing is through grassroots efforts connecting with horticulture groups (including the IMA)
* June event: garden tea party

**What is the experience like visiting the museum?**

**Is there a tone or consistency of voice created through onsite communication materials?**

**Overview of Budget**

The Medical History Museum does not see large donations compared to other museums its size. Their total operating budget for 2009 was $61,461 (fig. 1.1). From our conversation with the director of the museum we have determined allocated funds for marketing is at zero dollars. However, they do not prescribe to a strict budget. What dollars are budgeted for marketing are most likely considered part of other fund definitions (most likely programming, office supplies, and promotional activities).

**SWOC analysis**

Strengths:

* Educational opportunities and connections- IMHM has a wealth of materials available that can serve a myriad of disciplines and age levels.
* Well-developed mission statement with a clear focus on medical history
* Beautiful building with unending opportunity
* Large amount of land (5 acres)

Weaknesses:

* No media outreach
* No outward communication of brand
* Internal communication of brand is convoluted at best
* No marketing budget

Opportunities:

* Programming opportunities are endless
* Strong community of medical students with IU School of Nursing and Medicine so close by
* IUPUI Museum Studies students always looking for good internships
  + Need a well-developed internship program
* Work Studies program at IUPUI

Concerns:

* Finding time and resources to accomplish necessary functions, let alone goals
* IMHM is not located in a good neighborhood
* The confusing brand and non-existent identity inhibits the growth of the museum
* Little to no public perception, either positive or negative

**Overview of current branding efforts**

**The IMHM’s brand is difficult to ascertain as their message varies from communication source to communication source. The primary reason for this communication barrier appears to come from the museum’s name, “Indianapolis Medical History Museum.” The name implies a learning opportunity applied to the broader historical significance of medical history curated in the Indianapolis area. This brand opposing the two tours I received which were more focused on the importance of Central State Hospital and the pathology department. Within these two tours one focused on the historical importance of the leadership within the hospital in creating the successes experienced today. The other tour sent a message on the objects and their use within Pathology.**

**Considerations by staff have been given to the scope of the brand. Namely, how quirky does the museum represent itself to the community despite its purposeful and serious tone. This debate is surely one that will continue if new marketing efforts are not successful. Yet, in the present it appears modifying the IMHM’s brand toward a “quirky” ends would separate itself from the mission aimed at educating about medical concerns of the 19th and 20th centuries.**

**GRAPHIC IDENTITY**

The graphic identity of the IMHM is varied and without focus. From outward communication, outdoor presence, and internal text panels it is difficult to determine what, if any, graphic identity exists.

Text panels differ in tone and style. Figure 1.2 is a text panel taken from the room labeled “Museum” which serves as a beginning and ending to tours. Text is taken directly from autopsy reports and printed on labels. Figure 1.7 demonstrates a significant improvement in graphic identity for the museum. Every room contains one large label defining the importance of that specific room. All panels contain text of similar color, the museum’s logo and use similar fonts. This dissonance exists within the website and other public publications (newsletter) as well.

The true graphic identity of the IMHM revolves around the pathology building. The museum’s logo (Fig. 1.4) centers the historic building signifying the importance of the building’s architecture and pathology for the Central State Hospital. This will be the focus of a suggested graphic identity for the museum.

**Fonts**

One of the great graphic resources the museum has is the text listed above doorways identifying the room’s purpose (fig. 1.6). The graphic identity of the museum should utilize this font (Tahoma) in its labels for headers and signs signifying where the learning begins. A suggested sub-font used for text is “Constantia” which gives credence to the formality of the museum through its slight use of serif. Seen in figure 1.7 is a suggested object label design for the “Museum” room. Colors will remain largely the same. A brick red color (tied to the building’s color) should be used for logos, letterheads, and other formal communications of the brand.

**Overview of current marketing efforts**

Current marketing efforts are composed of in house publications and business partnerships. Brochures are their largest in-house publication and arguably the most difficult to update, replace and revamp due to budgetary constraints. Partnerships are used for cheap to free publicity in travel books and magazines. Additionally, the museum is partners with the Indianapolis Convention and Visitor’s Association (ICVA) and have their brand presented in several print publications (Entertainment coupon books, Indiana curiosities: Insane Museum, Travel books, partnership with the Indianapolis Philharmonic). They would like to grow partnerships like the one made with the Philharmonic art and science series.

Outside of these efforts, their marketing is done through grassroots efforts. Typically, posters are emailed to volunteers and contacts within IUPUI and IU-Bloomington who print, post, and communicate events within their institutions. Members are not readily used as grassroots advocates for the museum.

**Overview of current audiences**

The museum does not maintain detailed demographics of their audience. They have moved toward collecting some data about basic traffic coming through the institution. This information includes information about school groups (how many, affiliation, level of education) and data related to purchased ticket (date, how many, adult admission, student, child, AAA member, etc.). Many school groups attend the museum. This is due, in large part, to the museum’s focus on relationships with educational institutions of all sizes. Due to the lack of knowledge of the museum’s current audience this group has suggested utilizing a survey to determine further demographics of visitors. This suggestion can be found in our two-year communication’s plan along with a sample survey.

**5 – 10 year outlook**

They do not have a set outlook for the next several years. However, they feel they are best suited to build on their successes of their educational programs related to specific school groups of all ages. Additionally, they want to focus their efforts onto finding unique and cheap-to-free ways of advertising.

**COMMUNICATIONS STRATEGY:**

**JANUARY 2011 – DECEMBER 2012**

**Executive Summary**

**Organization Background**

**SWOC analysis**

**Position Statement**

**Priorities**

* + Develop comprehensive internship program with IUPUI Liberal Arts program
    1. Advertise internships on website by April 2011
    2. Develop an ongoing relationship with IUPUI Liberal Arts program by August 2011
    3. Have positions filled by September 2011
  + Allocate funds for marketing purposes by 2012
    1. Analyze marketing investments in 2011 and determine their outcomes based on visitor and membership outcomes
    2. Devote $1,000 to marketing by December 2011
    3. Develop marketing budget by January 2012
  + Increase programming opportunities year round
    1. See media/tools section for an in depth discussion and proposal of programs.
  + Develop and implement brand into all communication devices, staff members, and volunteers
    1. Develop new graphic identity through intern program by December 2011
    2. Implement new GI by April 2012
  + Increase membership
    1. Increase membership by 20% in 2011
  + Increase visitor counts
    1. Increase general visitor count by 15% in 2011
    2. Increase educational program groups by 10% in 2011

**Goals**

See subsections listed above

**Audience**

In looking at the function and relevance of the Indiana Medical History Museum, a crucial step in understanding who uses the museum and why is to begin collecting and analyzing visitor data. In understanding who comes to the museum, the staff can begin to cater to those patrons, and make sure that they keep coming back for programming and events, instead of just visiting once. It is crucial that the museum build a solid foundation of patrons, because those patrons will become donors and members. Also, in understanding how the museum is being used by those who come into it, the museum can begin to develop programs that are focused on what patrons are interested in, and eliminate those that the patrons are not utilizing. Beyond that, it is crucial to understand how the museum’s work is being interpreted by visitors. Do they understand the museum as it was meant to be understood, or are they unable to interpret it properly due to a factor staff did not see?

Another crucial piece of visitor analysis is finding out who is not coming to the museum, and focusing any marketing on those areas. The people who are coming into the museum are the ones we can reach through programming and communication. Those that are not coming to the museum are who the museum should focus on in terms of off-site marketing. With such a limited budget, this marketing would probably be composed mainly of flyers handed out and posted on college campuses, hotel lobbies, and at other public events.

Because staff is stretched as thin as it is, we propose that an internship program be developed and utilized in accomplishing these goals. Indiana University-Purdue University Indianapolis has one of the best Museum Studies graduate programs in the nation, and those students are constantly searching for internship opportunities. In working closely with the university and the Museum Studies program, the Indiana Medical History Museum could have highly qualified individuals bringing in innovative and creative solutions to these problems in droves. Most museums in the area do not offer paid internships, and they will consequently not be expected. Please see the proposed internship descriptions for more information.

In terms of what, specifically, the visitor analysis will be comprised of, we suggested two different surveys. One will be a paper survey, and the second an online survey, both of which are attached. The point of these surveys is to gather information about the type of guest coming to the museum as well as the quality of the museums programming as seen by the visitors.

**[ Insert survey here ]**

**Analyzing the Data**

The Education and Public Relations interns should have experience analyzing and compiling data. Using Google Docs, the data collected can be compiled and sorted, as well as accessed by multiple persons. Once the data is compiled, a more accurate understanding of who comes to the museum and why can be completed. Using this data, IMHM can begin to develop programs for that group of people, as well as begin to think about how to reach out to those people who are not coming to the museum.

In order to figure out who is not coming to the museum, I propose looking at the zip codes provided in the surveys. If we find, as I suspect we will, that a majority of our visitors are coming from zip codes outside the immediate neighborhood of IMHM, then we can begin our marketing campaign by simply passing flyers out around the neighborhood. It is entirely likely, with the limited signage and the building being located so far off the road that most residents don’t even know IMHM exists. Going further, it will be easy to see where we can send more flyers (to teachers, school districts, and community centers) based on which areas of the city are not coming to the museum.

Getting the demographic information for our visitors will be crucial to understanding the needs of our patrons. I suspect that we will find the majority of our visitors are low income students, and the programs we provide them will need to be both educationally valuable and financially reasonable.

**Key messages**

Comparing the IMHM’s mission to the brand analysis performed we can determine a focused brand the museum should follow. Future efforts should be placed on the importance of three themes and their relation to pathology: architecture of the Central State Hospital, historical significance of pathology for the greater Indianapolis community, and the difference between contemporary medical practices and those performed and taught in the time of the Pathology Lab.

Considering these three themes the IMHM’s brand is, “Pathology: Architecture, Community, and Medicine.” Communications from the museum should focus on these themes as related to pathology. Architecture provides, perhaps, the most important visual for the museum. The pathology building is the first object viewed by an audience when approaching the museum. This vital resource should be viewed in all communication through the museum logo. Community through pathology brands itself towards the vital importance the original pathology building played for the greater community of central Indiana, IU-Bloomington students, and doctors. Medicine through pathology serves a direct route to discuss the historical importance of the discoveries made and instigated at the museum grounds.

Current application of this suggested brand in a museum visit would mean broad changes toward content and visitor experience. These changes would require significant time and effort upon the staff of the museum and, ultimately, would not be finished anytime soon.

**Media/tools**

* + [Internship program](Internship%20Skeleton-1.docx)
  + Facebook
  + Website
  + Brochure
  + Newsletter
    1. Maintain its production but give members the choice of either a mailed newsletter or eNewsletter.
  + Programs
  + Membership
    1. Should be offered to all visitors entering the building
       1. “Are you a member?”
       2. “Would you like to be a member?”
    2. Membership incentives
       1. Family memberships
          1. “Family pass” where you and up to four persons may enter the museum for free
       2. Free admission to the Museum
       3. Subscription to newsletter or eNewsletter
       4. Members-only events
          1. Off-site dinners with the museum director
          2. Lecture’s aimed at member’s interests
          3. Member/donor appreciation events
    3. Donor incentives
       1. Membership benefits plus …
       2. Free event held at the museum
       3. Private tour of museum by the director
       4. Private tour of medicinal garden by master gardener
    4. Develop an itemized museum wish-list of nominally priced projects and objects the museum needs for the next calendar year. See bottom of page <http://www.salisburyhouse.org/membership_donations.html> for an example.

**Timeline**

**Budget**

**Measurement and evaluation**

**TABLES AND FIGURES**

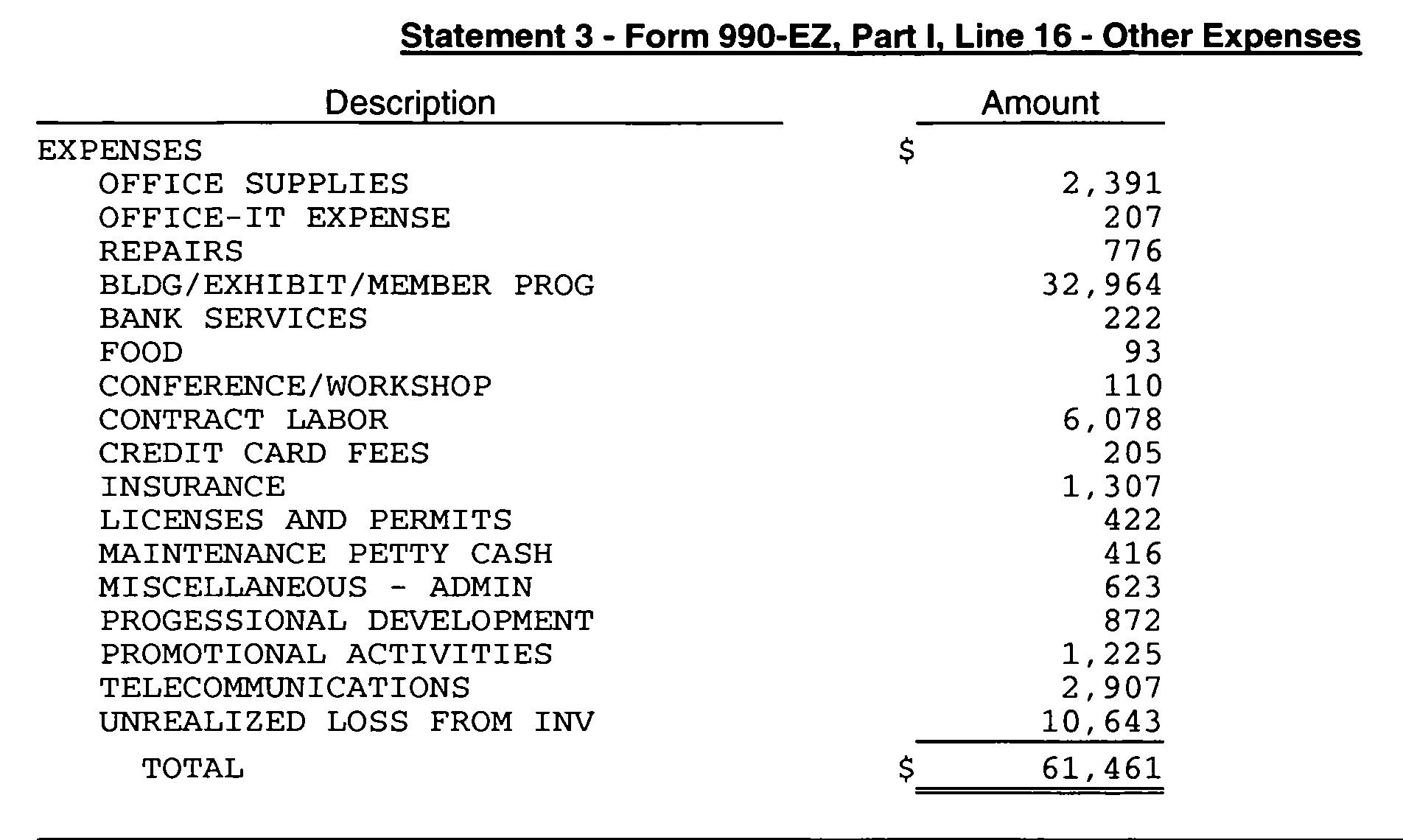
****

Figure 1.1 – 2009 IMHM 990 Expenses

|  |  |
| --- | --- |
| **C:\Users\J.Ellis\Desktop\Random Images\2010-11-27 Medical History Museum 2\Medical History Museum 2 013.JPG** | C:\Users\J.Ellis\Desktop\Random Images\2010-11-27 Medical History Museum 2\Medical History Museum 2 009 - Copy (2).JPG |
| Fig. 1.2 – Original IMHM label | Fig. 1.3 – Original IMHM label with logo |
| **C:\Users\J.Ellis\Desktop\Random Images\2010-11-27 Medical History Museum 2\Medical History Museum 2 009 - Copy.JPG** | C:\Users\J.Ellis\Desktop\Random Images\2010-11-27 Medical History Museum 2\Medical History Museum 2 001.JPG |
| Fig. 1.4 – IMHM logo | Fig. 1.5 – IMHM exterior |
| **C:\Users\J.Ellis\Desktop\Random Images\2010-11-27 Medical History Museum 2\Medical History Museum 2 003 - Copy.JPG** | C:\Users\J.Ellis\Desktop\Museum Career\IUPUI\Fall Semester 2010\Museum Communication\Final marketing project\Label example.jpg |
| Fig. 1.6 – Above doorway font | Fig. 1.7 – Proposed label configuration |



Table 1.1 – Current programs and exhibitions offered at the IMHM as listed on website