



Marketing Update: 2019 Year-To-Date Performance

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Chief Marketing Officer

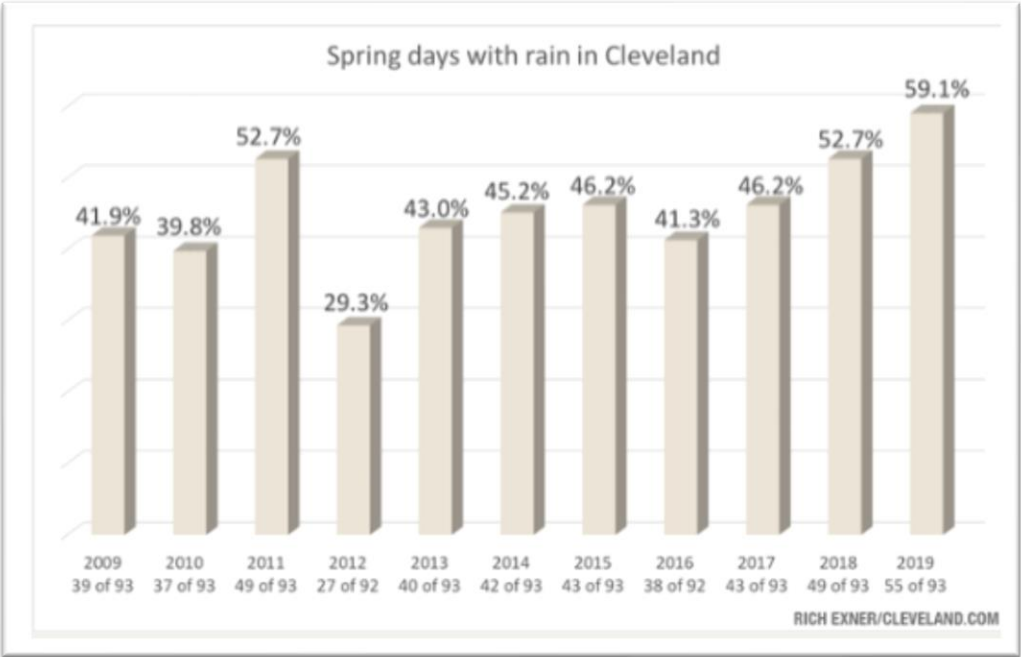


Executive Summary

- The 2019 overall goals of the Marketing department supporting Cleveland Metroparks 2020 Strategic Plan include:
 - Data-Driven Decision Making
 - Increase Usage & Cost Recovery
 - Enhance Brand/Guest Experience
- Each division (Marketing & Strategy, Communications, Corporate Partnerships, Events & Experiences, Retail and Visual Communications) created measurable goals which have been evaluated from January 2019 through YTD.
- Marketing efforts have been focused around the 'Time to Explore' campaign, and half-year performance results are encouraging despite weather conditions.
 - Incremental lift in attendance YoY at the Nature Centers (3%), Cleveland Metroparks Zoo (7%), and weekly at Euclid Beach LIVE (31%)
 - Guest engagement has grown with an increase in website visitation, email newsletter subscribers and Facebook LIVE opportunities
 - Corporate Partnerships and zoo rentals are pacing ahead of 2018

Cleveland has the 4th wettest June on record

- According to WKYC, more than twice as much rain fell during the month of June than is normal in the Greater Cleveland area this year
- Cleveland.com reported that 2019 was the wettest decade for Spring rain in at least 120 years
 - It rained nearly 6 out of every 10 days this Spring



Marketing and Strategy Division Scorecard

The following are goals of the 2019 plan:

1. Data-driven decision making at Cleveland Metroparks
2. Driving increased usage and cost recovery
3. Enhancing the brand/guest experience with enhancement of website and e-newsletter

| Metric(s) | 2019 Plan | 2019 YTD Actual | Status (G/Y/R) | Commentary with Risks/Opportunities | |
|--|---|-----------------|----------------|--|---|
| 1 # of completed research studies | 40 | 22 | G | <ul style="list-style-type: none"> • Grow 'Community Pulse' online panel (2.9k+) members • Continue to test major campaigns prior to launch into market • Working with CMZ & CZS to better understand image/awareness | |
| 2 % of incremental lift in attendance/usage | Grow Zoo Attendance | 1 - 3% | 7% | G | <ul style="list-style-type: none"> • Asian Lantern Festival started a month earlier in 2019 vs. 2018 which is driving an increase; avg. daytime visitation down 5% YoY |
| | Grow Nature Center Attendance | 3 - 5% | 3% | G | <ul style="list-style-type: none"> • Fall traveling exhibit will be opportunity for additional growth |
| | Grow Golf Rounds | 1 - 2% | -2% | Y | <ul style="list-style-type: none"> • Results reflect 9-hole rounds as of end of June; average rainfall across courses in June: over 4" higher in 2019 vs. 2018 |
| | Grow Adventure Club Membership | 5 - 7% | 80% | G | <ul style="list-style-type: none"> • Updated to monthly e-newsletter surrounding a theme • Grew from 1,997 to 3,585 families currently enrolled • 15% avg CTOR in new monthly theme format (9% YoY increase) |
| | Maintain Edgewater LIVE Avg. Weekly Attendance | - | -15% | Y | <ul style="list-style-type: none"> • Due to weather, three of six dates have been postponed • Average weekly attendance: 9,981 compared to 11,771 in 2018 |
| | Maintain Euclid Beach LIVE Avg. Weekly Attendance | - | 31% | G | <ul style="list-style-type: none"> • Average weekly attendance: 2,648 compared to 2,015 in 2018 |
| 3 % of incremental lift in guest engagement | Increase # Total Website Visits | 2 - 3% | 9% | G | <ul style="list-style-type: none"> • Advertising & audience shift from traditional media to online |
| | Increase # New Website Visitors | 3 - 5% | 9% | G | <ul style="list-style-type: none"> • Media and programming drives new customers to website |
| | Increase # Database Subscribers | 2 - 3% | 2% | G | <ul style="list-style-type: none"> • Continue to enhance e-newsletter experience |



| | |
|---|----------------------------------|
| G | = Likely to achieve FY Plan |
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Integrated 'Time to Explore' advertising campaign

Cleveland Metroparks Print Ad

TIME TO EXPLORE
Cleveland Metroparks

- Discover over 300 miles of trails to hike, bike or run.
- Play Manakki or Sleepy Hollow, two of *Golfweek's* top courses.
- Experience nature hands-on with thousands of free education and recreation programs.
- Get nose to nose with an Amur tiger at Cleveland Metroparks Zoo.

Take time to explore clevelandmetroparks.com

Zoo Full Bus Wrap



Parks Downtown Signage



Parkwide Pole Banners



Golf Static Billboard



TIME TO EXPLORE
Cleveland Metroparks

Evolution of the zoo advertising campaign

- Three zoo advertising concepts were tested to continue strengthening campaign effectiveness
- 'There's more to explore' promotes daytime visitation and special events which have become a top driver of incremental attendance

| Favorite Print Ad | Most Likely to Motivate a Visit |
|-------------------|---------------------------------|
| 39% | 40% |

| Favorite Print Ad | Most Likely to Motivate a Visit |
|-------------------|---------------------------------|
| 31% | 23% |

| Favorite Print Ad | Most Likely to Motivate a Visit |
|-------------------|---------------------------------|
| 29% | 34% |

there's more to explore

CLEVELAND METROPARKS ZOO
SECURING A FUTURE FOR WILDLIFE

Asian Lantern Festival | Boo at the Zoo | Ben Gogelick Giraffe Encounter

Get nose-to-nose with an Amur Tiger, hand-feed a giraffe and discover how you can help secure a future for wildlife around the world. Plus, experience the zoo after dark during special events including the Asian Lantern Festival. **Take time to explore at FutureForWildlife.org** [f](#) [t](#) [@](#)

CLEVELAND METROPARKS ZOO
SECURING A FUTURE FOR WILDLIFE

Securing a Future for Wildlife

We care for over 2,000 animals every day, helping each one to grow and thrive. Our wildlife effort protects species both here and around the world. Plan your visit today and learn how you can help to secure a future for wildlife.

Plan your visit today at FutureForWildlife.org [f](#) [t](#) [@](#)

Experience the Wonder

- Feed a 16-foot Masai giraffe
- Visit Lulu, the new baby rhino
- Get nose to nose with an Amur tiger

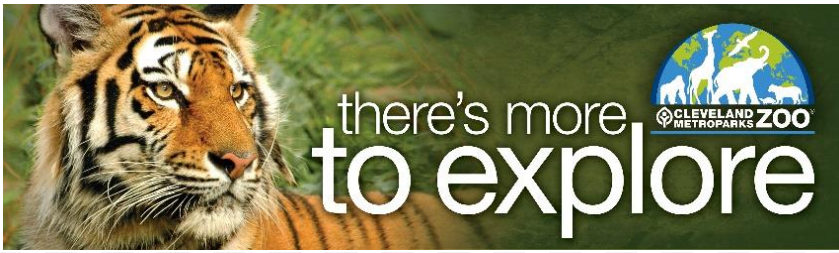
CLEVELAND METROPARKS ZOO
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Evolution of the zoo advertising campaign

Open End Comments

Most Likely to Motivate a Visit
50%



It invites me to be an active participant unlike the other one about "securing a future for wildlife" which makes it seem like that's what the zoo is going, which is good, but I don't really have a role in that. (40%)

Most Likely to Motivate a Visit
42%



*I love the animals – I love that there are multiple animals. (72%)
Only 10% of respondents suggest the message/slogan is what they like about the billboard.

Most Likely to Motivate a Visit
7%



*It doesn't make me want to act or do anything, even though I think it's a nice ad. It's more telling than action prompting.

It doesn't say to come for a visit.*



Communications Division Scorecard

The following are goals of the 2019 plan:

1. Increase earned media opportunities across varied platforms
2. Utilize live social media as a virtual nature center
3. Use internal research to improve staff update videos

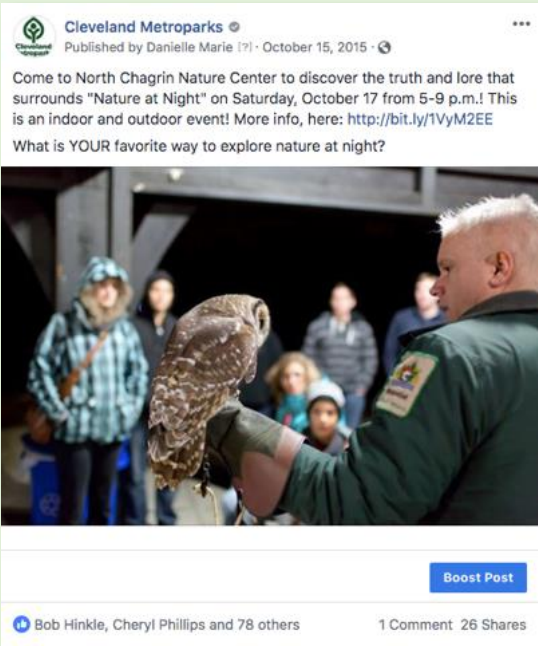
| Metric(s) | 2019 Plan | 2019 YTD Actual | Status (G/Y/R) | Commentary with Risks/Opportunities | |
|--|--|-----------------|----------------|-------------------------------------|--|
| 1 Increase earned media and % positive sentiment | % of media stories with positive sentiment | 92% | 88% | Y | <ul style="list-style-type: none"> Increase proactive storytelling to focus on positive media coverage; minimize negative coverage Status: Currently at 88% positive coverage over negative with a goal of 92% |
| | # of Live TV opportunities | 23 | 29 | G | <ul style="list-style-type: none"> Partner with stations to feature reoccurring segments on station |
| | Increase # of micro-targeted stories | 12 | 11 | G | <ul style="list-style-type: none"> Establish baseline, target local publications |
| 2 % increase social media engagement and fan base | Facebook Conversions | 1– 2% | -- | G | <ul style="list-style-type: none"> Facebook has been the third highest source for interest in purchasing Asian Lantern Festival tickets – Instagram and Twitter among top ten |
| | Twitter Conversions | 1– 2% | -- | G | <ul style="list-style-type: none"> Track post to conversion rate; establish baselines |
| | Instagram Conversions | 1– 2% | -- | G | <ul style="list-style-type: none"> Track post to conversion rate; establish baselines |
| | Increase # of LIVE opportunities | 24 | 15 | G | <ul style="list-style-type: none"> Use Facebook LIVE as a virtual nature center experienced in real-time |
| | Email % Open Rate | 21% | 17% | Y | <ul style="list-style-type: none"> Overall industry standard open rate 15% 14% average CTOR, industry average 7% |
| 3 Increase views of staff update videos | Increase audience retention rate | 5% | -- | Y | <ul style="list-style-type: none"> Use internal research to shape/create staff update videos |



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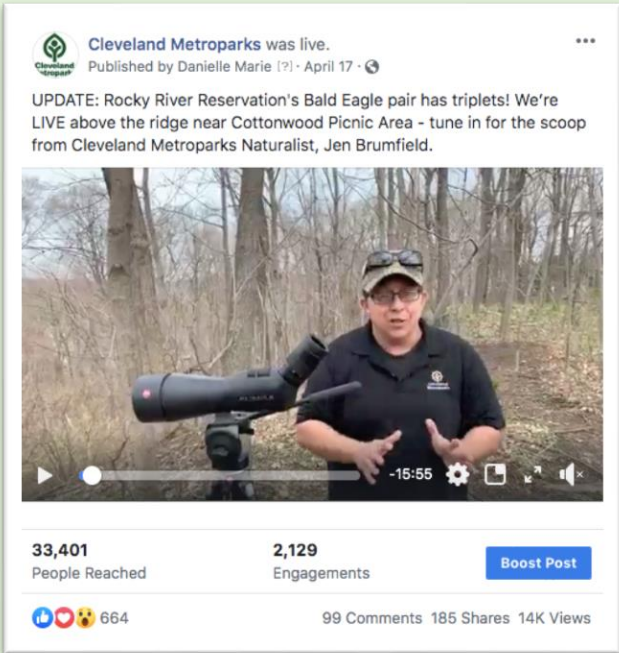
Compelling content is sparking conversation

Pre



Total Engagements: 107

Post

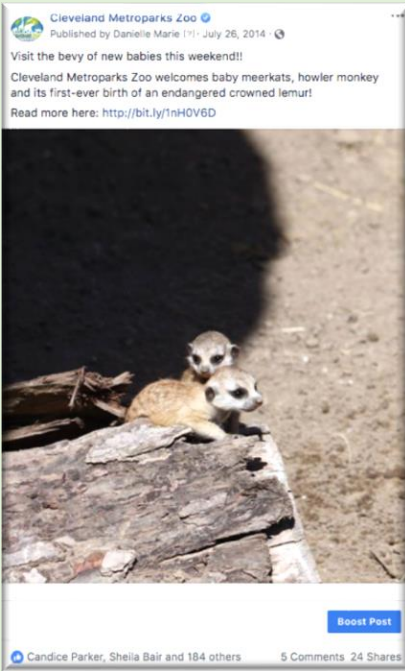


Total Engagements: 2,129

>100%
Increase

Going behind-the-scenes to share exclusive content

Pre



Total Engagements: 215

Post



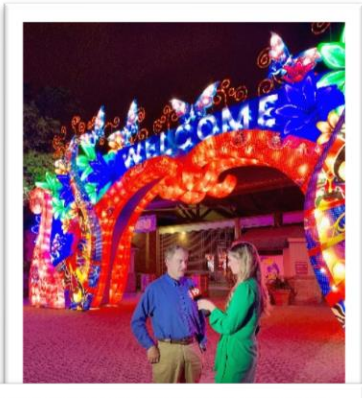
Total Engagements: >18k

>100x Increase

Earned media coverage has reached nearly 500 million impressions (\$4.5MM value in ad equivalency)

Asian Lantern Festival

has reached more than 19 million impressions
(\$175k value in ad equivalency)



First Look: Asian Lantern festival lights up Zoo with 40 interactive displays
Updated Jun 19, 2019; Posted Jun 19, 2019

Gallery: Asian Lantern Festival returns to Cleveland Metroparks Zoo, with stunning new displays

2 11.7k shares



Euclid Beach Pier

ribbon-cutting on May 22 was attended by hundreds
and covered by all local TV & radio broadcast stations



Corporate Partnership Scorecard

The following are goals of the 2019 plan:

1. Achieve revenue goal of \$1,150,000
2. Focus on integrated, higher dollar partnerships
3. Secure multi-year partnerships

| Metric(s) | 2019 Plan | 2019 YTD Actual | Status (G/Y/R) | Commentary with Risks/Opportunities |
|--|-------------|-----------------|----------------|--|
| 1 Revenue goal | \$1,150,000 | \$1,060,000 | G | <ul style="list-style-type: none"> • Several new corporate partners have been identified • Creating priority assets across Park District |
| 2 # of higher value corporate partnerships | 18 | 18 | G | <ul style="list-style-type: none"> • Developing deeper relationships with large, local corporations • Collaborating with media partners to offer more diverse and robust opportunities to potential corporate partners |
| 3 # of multi-year corporate partnership agreements (non-branded sponsors) | 6 | 2 | R | <ul style="list-style-type: none"> • Creating multi-year opportunities/agreements |

Corporate partnerships help to enhance special events

Euclid Beach LIVE presented by Dollar Bank



Presented by **Dollar Bank**
Since 1855

Asian Lantern Festival presented by Cleveland Clinic Children's



Visual Communications Scorecard

The following are goals of the 2019 plan:

1. Support the Park District’s creative needs
2. Refresh/expand signage manual and inventory
3. Implement established brand identity for Parks, Golf and Zoo

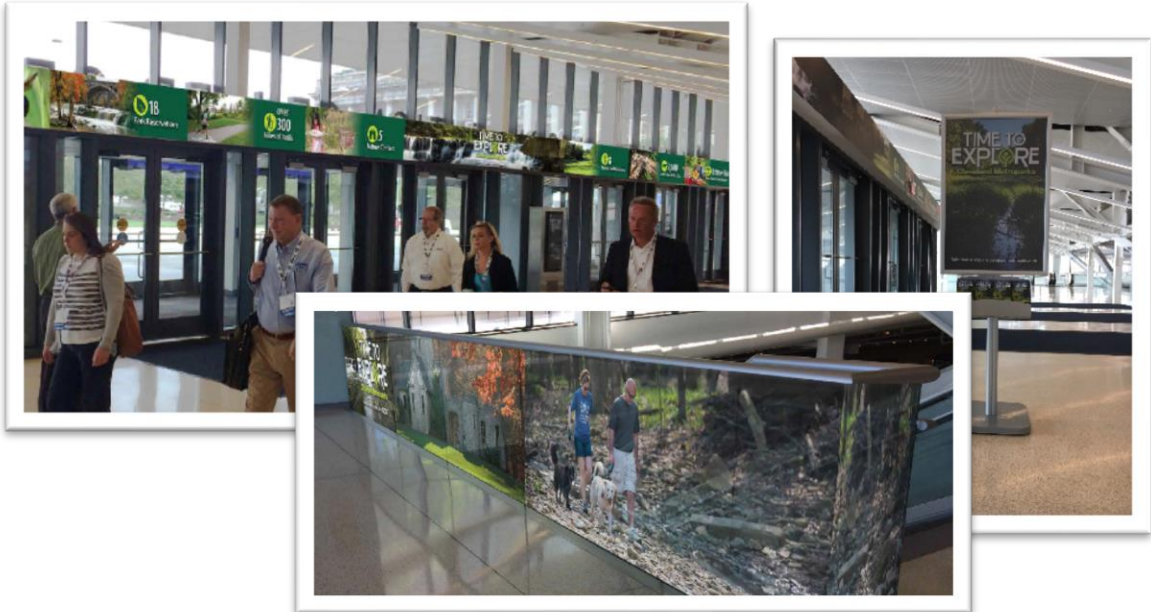
| Metric(s) | 2019 Plan | 2019 YTD Actual | Status (G/Y/R) | Commentary with Risks/Opportunities |
|--|-----------|-----------------|----------------|--|
| 1 # of completed creative projects delivered | 2,000 | 1,352 | G | <ul style="list-style-type: none"> • Added iPhone and iPad versions of Emerald Necklace to iBooks • Project Manager introduced Trello project management system to Viscom staff to keep track of project status |
| 2 Refresh/expand signage manual and inventory to include trails | 100% | 66% | G | <ul style="list-style-type: none"> • Created new trail signs as assigned for Hinckley and North Chagrin • Refresh of Hinckley signage |
| 3 Follow and implement campaign brand guidelines | 4 | 4 | G | <ul style="list-style-type: none"> • Brand consistency for Parks and Golf refresh of ‘Time to Explore’ • Developed new Zoo campaign, ‘There’s More to Explore’ and carried that look to support Asian Lantern Festival |



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Visual Communications spotlight

Huntington Convention Center Main Entrance Graphics



COMING THIS FALL:
"Pollinator Power" Traveling Exhibit



Towpath Stage 3 Roundhouse Exhibit



Retail Scorecard

The following are goals of the 2019 plan:

1. Achieve revenue goal of \$626,800
2. Generate \$32,000 in webstores sales
3. Expand product reach off-site

| Metric(s) | 2019 Plan | 2019 YTD Actual | Status (G/Y/R) | Commentary with Risks/Opportunities |
|---------------------------------|-----------|-----------------|----------------|---|
| 1 Revenue goal | \$626,800 | \$233,553 | Y | <ul style="list-style-type: none"> • Hinckley Boathouse and Edgewater NatureShop rentals impacted by rain |
| 2 Generate web sales | \$32,000 | \$2,303 | Y | <ul style="list-style-type: none"> • Continue to work through challenges with online transactions |
| 3 Store Merchandising/ Branding | 3 | 2 | G | <ul style="list-style-type: none"> • Rollout sign packages for each store for pricing/markdowns/promotions • Utilize custom bags and packaging • Update parkway signage and add additional signage to draw awareness to stores |

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Retail spotlight

Burning River commemorative tees
created from recycled bottles



Sold out at Burning River Festival



NatureShop Renovations



Hinckley Boathouse



Rocky River Nature Center



Special Events & Experiences Scorecard

The following are goals of the 2019 plan:

1. Achieve 100% of revenue goal (shelters, game packs, food trucks and misc. revenue)
2. Successfully produce new events, including: Walks/Runs, all zoo exclusive events
3. Continue to improve special event guest satisfaction

| Metric(s) | | 2019 Plan | 2019 YTD Actual | Status (G/Y/R) | Commentary with Risks/Opportunities | |
|-----------|--|------------------------|-----------------|----------------|---|---|
| 1 | Revenue goal | \$1,608,200 | \$784,194 | Y | <ul style="list-style-type: none"> • Game Packs - 100% of plan • Shelters - 83% of plan • Food Trucks - 96% of plan • Misc. Revenue - 23% of plan • Zoo Rentals - 71% of plan • Zoo Tickets - 32% of plan • Consignment - 3% of plan • Currently pacing \$129k ahead of prior year | |
| 2 | # of Cleveland Metroparks Zoo rentals | 2019 bookings | 90 | 96 | G | <ul style="list-style-type: none"> • Continue to feature Stillwater Place at bridal shows and publications • 5 new Corporate events • 80% retention rate of 2018 corporate events • Open house occurred this past spring • Increase/improve promotion for corporate weekday events |
| | | 2020 early bookings | 40 | 26 | G | |
| | Produce new events to draw new attendees | Conservation Walk/Runs | 2K | 2K | G | <ul style="list-style-type: none"> • In process of executing two events (Bridal Run & Centennial 5K) with estimated attendance of over 2,000 guests |
| | | Burning River Festival | +5% | >100% | G | <ul style="list-style-type: none"> • \$72k increase in profit YoY |
| 3 | Increase guest satisfaction scores | 1 – 3% | 7% | G | <ul style="list-style-type: none"> • Positive results from Asian Lantern Festival comparing top 2 box scores | |

| | |
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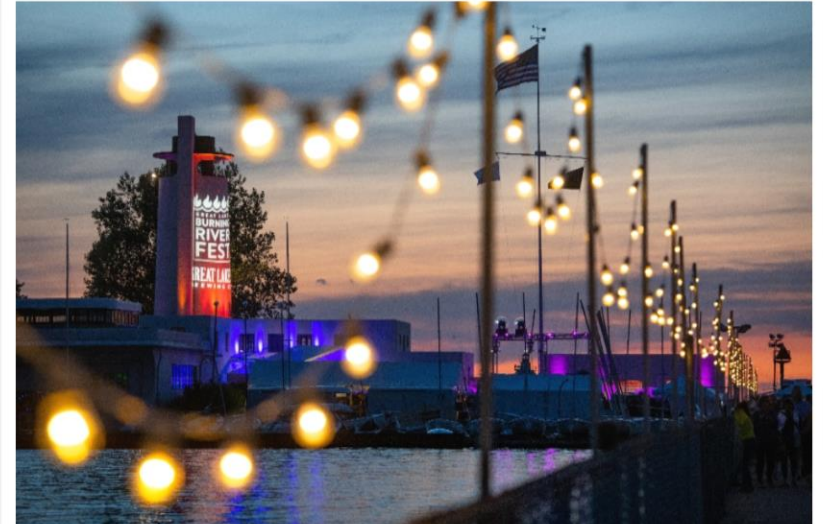
Enhancing events to drive new visitors

Asian Lantern Festival



- 100% new lantern displays, including interactives
- More performances
- Expanded food options

Burning River Festival



- New event producer
- Record attendance
- Proceeds to benefit future renovations and enhancement of USCGS

