2017 ANNUAL REPORT

Twenty-six years after the launch of a bold experiment called the Cooperative Marketing Program (CMP), it continues to be a vital and relevant resource for scores of cultural non-profit organizations in Broward County.

Just one of a handful of similar cultural advertising programs within the United States, CMP has made an indelible mark on the entire South Florida arts scene with vision, expertise, and partnerships.

Administered through ArtServe, an award-winning non-profit and cultural powerhouse in its own right, the Co Op program executes media planning and ad placements on behalf of Broward based non-profit cultural organizations and individual artists. CMP was designed to educate its participants with engaging workshops and assist in stretching advertising budgets including design, placement, and planning -- making ArtServe the ideal organization to implement such a vast, detailed, and multi-disciplinary program.

Whether the program is measured in reported financial transactions, professional development workshops, or the increase in the overall cultural engagement, the result is clear: the CMP experiment has worked and continues to be force of excellence in Broward County. The relevance of Co Op Marketing cannot be understated, and the program is poised to become the best that it has ever been.
CLIENT PARTICIPATION

Better engagement. Enhanced outreach. The Cooperative Marketing Program, in the FY17 season of advertising, experienced a notable positive shift in ad sales and client participation. Through the implementation of strong media planning and engaging customer service, the program has established new relationships and media deals which has had a positive impact on the clients served by CMP each day.

All told, the aggregate advertising spend for FY17 was $517K which accounts for a total of 3745 advertisements -- or roughly 70 ads processed each working week. The total number of placed advertisements rose by a whopping 61%, dwarfing the FY16 totals.

The growth of client participation can be attributed to the variety of effective advertising and marketing tools. The persistent pursuit of packaged ad deals and lower overall ad prices has led to the largest mix of products available to Co Op clients per dollar spent.

Print buys are routinely packaged with email blasts, banner ads, pre-roll, and social media -- and all of this combined with the BCD subsidy gives CMP clients a unique advantage over their for-profit counterparts, and a competitive edge in the media marketplace.

Media players such as the Sun Sentinel have created new packages specifically for CMP program users, making their various products more attractive to our high, mid, and low budget clients.

Girls’ Club presents Offsite Performance: Nearing, an elaborate, multi-media performance from the Fort Lauderdale-based artist Jen Clay.

Saturday, June 3, 6-9pm
Performances at 6:30pm and 7:30pm at ArtServe, 1350 Sunrise Blvd, Fort Lauderdale
Click here to RSVP

Nearing is a total immersion performance bringing together large scale puppets, performative sculpture, ambiguous creature-like costumes, stop motion animation, and an extra-terrestrial soundscape created by collaborator Elise Anderson.

Audiences of all ages are invited to witness the origins of seemingly friendly, non-human beings with unknown intentions and a very visceral obsession with the audience, in this interactive performance.

Although the event is appropriate for most ages, adult themes persist. Nearing references supernatural and fantastical occurrences, re-creating very human experiences of social anxiety, fear and existential doubt while using edu-tainment tropes influenced by Sesame Street and Teletubbies.

This event is free and open to the public. RSVP/registration required.
CASE STUDY: NEW CITY PLAYERS

A three show season. Movie-style performance trailers. Stunning graphics and slick marketing. It is fair to say that the theatre company New City Players are not the typical Fort Lauderdale stage.

Performing their work at the Vanguard Theatre downtown, this recently launched local, professional, non-profit theatre company has worked hard to craft an image which has led to a grass-roots following of supports and underwriters. New City Players is a Carbonell nominated theatre company and is devoted to presenting engaging, experimental, provocative, and socially-conscious plays.

The New City Players values collaboration and is committed to creating intimate theatre experiences, where audiences are physically close to the actors and feel involved in the story. Every artist and volunteer who works NCP, and every patron who attends their shows, are treated with the utmost respect and hospitality. Overwhelmingly, the artists hired to perform are found in South Florida.

New City Players exemplify the typical low-budget client CMP was designed to assist. With only three shows per season and about $1,500 allotted for each show, NCP required a variety of media solutions to fill the seats for their theatrical performances. CMP services helped them achieve their goals through an initial consultation, budget overview, media planning, graphic design, and affordable wide ranging advertising.

In 2017, our second official season, we knew it was time to step up our marketing game. We know that in order to grow we need to continue to find our audience. Ed and his team do an incredible job at getting the lowest prices for the maximum amount of exposure which is key to making the program work for us. We’re looking forward to many more seasons of working with the Coop Marketing program to expand our reach, find new audiences, and garner further exposure.”

TIM DAVIS / NEW CITY PLAYERS / 2017
Through discussions with the Co Op Marketing representative at ArtServe, New City Players agreed to a plan of action in which their funds were distributed in a progressive manner across various media platforms throughout the course of their season.

Through the implementation of email blasts, ultra-local weekly print, and radio offered -- services provided by WLRN, Miami Art Guide, Broward New Times, and South Florida Gay News, the Sun Sentinel, and more -- NCP group was able to reach a broad and hyper local audience to generate new sales and supporters.

Heading into FY18, New City Players have already met with CMP and is looking forward to the delivery of their updated media plan based on an analysis of the previous season performance and ticket sales reports.
VENDOR RELATIONSHIPS

In all media categories, FY17 saw considerable expansion in both the total list of vendors and the products they deliver. Most notably, there was a significant increase in online ads. Vendors like the New Times, Miami Art Guide, and Around Town were the leaders in this category and will be the vendors to watch moving forward.

The surprise vendor of the year was the Pompano Pelican, which had done no CMP business in the previous few years, but ended FY17 with a strong showing of $12.6K in ad sales to Pompano, ArtsCalendar, New City Players, and others.
VENDOR TOP PERFORMERS

Over the last three years, the Co Op program has deployed a model of aggressive engagement and product discovery. This shift has become evident in both the aggregate numbers as well as the relationships built and maintained due to the program.

The thriving program is proof that relationships matter in business. The core of Co Op is built on trust, accountability, and good old-fashioned customer service. The healthiest relationships lead to networking, exploration of new ideas, and new ways to transact business in a well-established program, and the numbers show this.

AROUND TOWN MAGAZINE

Through a series of regular meetings in 2015, the publisher and sales staff of Around Town met with the ArtServe staff in order to introduce a new product line up. Over several meetings and phone calls, a non-profit pricing structure was created which fit the budget needs of the CMP clients. Through relationship building and a lot of negotiating, Around Town has seen a five-fold increase in business.

POMPANO PELICAN

A strong example of a “hyper-local” product would be the Pompano Pelican. Co Op clients advertise their cultural offerings in this product to target a particular region and demographic. This print marketing vehicle has a years-long reputation and strong ties to the community they serve. By meeting with their sales team and developing low-cost options for the Co Op users, the ad sales for the Pelican reached an all time high in 2017.
VENDOR TOP PERFORMERS

WLRN PUBLIC MEDIA
Several Co Op advertisers swear by WLRN. From the largest to the smallest groups, each client understands the power of this medium and its potential to bring much needed attention to their projects. However, the cost is too great for too many. Through a series of meetings and phone calls, a low cost $990 deal was negotiated which yielded an affordable new product: 15 second ads. Because of this, small organizations like New City Players and FAT Village are now in the WLRN bandwidth -- a place they have never advertised before. Medium and large organizations saw the power of this deal as well. Groups like Gold Coast Jazz and Symphony of the Americas have annual schedules booked with this newly negotiated deal allowing them to stretch their ad dollars and market footprint. The result has been a clear rise in the number of placements, dollars earned by WLRN, and positive results for CMP clients.

TRAVELHOST MAGAZINE
One of the most complex relationships in the Cooperative Marketing Program is with TravelHost - a CBE vendor. The tourist-oriented publication represents a true economic engine for CMP and in the tourism arena writ large. The multi-spread Co Op section as well as the ArtsCalendar Page and the wide variety of advertisers make this section both challenging to produce, and thrilling to publish. The power of “the section” is one that is coveted by many publishers, creating competition while displaying the power of the Co Op. While TravelHost’s relationship with long-term CMP clients is well established, there are still gains to be made -- this is the operating basis of the relationship between TravelHost and ArtServe. Regular meetings and a close relationship with their production team ensure a culture of exploration and discovery with this valued CBE vendor.

FY17

<table>
<thead>
<tr>
<th>Year</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18*</th>
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</thead>
<tbody>
<tr>
<td>AS OF FY18 Q1</td>
<td>$89,500</td>
<td>$87,100</td>
<td>$105,800</td>
<td>$126,390</td>
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</table>

* FY18 AS OF Q1
The year-to-year breakdown displays significant shifts in ad spends on the CMP vendors. For example, the radio ad buy increased by 127% while the average cost of a tourist ad fell from $1,234 to $833, or 32%. The online ad spend doubled, but was higher in practice when packaged deals, added value, and volume buying are factored in.

Local print and tourist print combined for $361K, or 70%, of all Co Op spending in FY17, proving again that print is affordable and relevant to the needs of the program clients.

### 2017 CATEGORY BREAKDOWN

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Ad Spend</th>
<th>Number of Ads</th>
<th>Per Ad Average</th>
<th>Per Ad Co Op</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$517,852</td>
<td>3745</td>
<td>$138</td>
<td>$92</td>
</tr>
<tr>
<td>Television</td>
<td>$225,232</td>
<td>3745</td>
<td>$138</td>
<td>$92</td>
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<tr>
<td>Radio</td>
<td>$150,673</td>
<td>113</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Print</td>
<td>$75,327</td>
<td>176</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourist</td>
<td>$46,595</td>
<td>437</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public / Mall / Movie</td>
<td>$15,327</td>
<td>176</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online</td>
<td>$12,345</td>
<td>337</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Ad Spend**: $517,852 (+45%)

**Number of Ads**: 3745 (+67%)

**Per Ad Average**: $138 (-13%)

**Per Ad Co Op**: $92 (-13%)
2017 SPENDING BY MONTH

The comparison between the number of ads and the overall ad spend is unique this year due to a confluence of spring and summer events, which normally would have experienced less volume.

Starting in March and throughout the summer, a rise in ad placements accounted for cultural activity by the Fringe Festival, Brazilian Music Institute, the opening of the new Pompano Beach Amphitheater, ArtsCalendar, as well as Symphony of the America’s signature Summer Fest.

<table>
<thead>
<tr>
<th>Month</th>
<th>Number of Ads</th>
<th>Ad Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCTOBER</td>
<td>180</td>
<td>$61,413.92</td>
</tr>
<tr>
<td>NOVEMBER</td>
<td>422</td>
<td>$63,058.32</td>
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<tr>
<td>DECEMBER</td>
<td>201</td>
<td>$41,764.75</td>
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<tr>
<td>JANUARY</td>
<td>166</td>
<td>$60,041.84</td>
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<tr>
<td>FEBRUARY</td>
<td>261</td>
<td>$45,362.81</td>
</tr>
<tr>
<td>MARCH</td>
<td>229</td>
<td>$51,981.59</td>
</tr>
<tr>
<td>APRIL</td>
<td>342</td>
<td>$45,170.00</td>
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<tr>
<td>MAY</td>
<td>393</td>
<td>$48,991.56</td>
</tr>
<tr>
<td>JUNE</td>
<td>296</td>
<td>$28,418.50</td>
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<tr>
<td>JULY</td>
<td>859</td>
<td>$31,082.45</td>
</tr>
<tr>
<td>AUGUST</td>
<td>175</td>
<td>$23,300.00</td>
</tr>
<tr>
<td>SEPTEMBER</td>
<td>221</td>
<td>$18,145.01</td>
</tr>
</tbody>
</table>

**TOTAL** 3745 $517,851.61
FIVE YEAR TREND: RADIO

The mixed trend in television suggests that the expensive and broad reaching medium is not a standard bearer of any particular group of clients, though the medium did experience an up-tick in 2017. Current spending in FY18 suggests an equal or better performance.

The downward trend in radio is decidedly over. Because of the new strategically negotiated deals, many CMP clients are exploring their options in the world of radio. Plus, with new media players such as Entercom, Cox, and iHeart Radio in the mix, the current projections for 2018 point to a bigger and better year for this market category.
FIVE YEAR TREND: LOCAL PRINT

The ad buys for local print in FY17 were up 43% from the previous year with the number of individual placed ads increasing by 72%.

Tourist print, fueled primarily by TravelHost, continued its reign as a behemoth, accounting for 30% of the total Co Op ad spend.

Local print and tourist print combined for $361K, or 70%, of all Co Op spending in FY17, proving again that print is affordable and relevant to the needs of the program clients.
Until 2016, the categories and aggregated numbers of ONLINE and OUTDOOR were combined. With new advances in both environmental graphics and online tools, these categories were split in 2016 to account for those respective industries and product mixes much more accurately.

Moving forward, these categories will best reflect Co Op client purchasing trends based on ad placements in those product arenas.
NEW CO OP INITIATIVES

Create orders on the fly. Upload your ad. View your numbers. This tool is a game-changer for CMP clients. With the creation of CMP AD PRO, the Cooperative Marketing Program is poised to take the next evolutionary step in program growth by simplifying ad placement while quantifying ad data.

ArtServe has taken the lead on effective and efficient reporting and data collection tools by digitally upgrading CMP media placements. From online forms and data integration with billing, to data collection for reporting and analysis, the system upgrade will greatly enhance the overall capabilities of the Co Op program and will be an instant benefit to the program clients.

This tool will allow the Co Op program to become more nimble as the number of ad placements and clients continues to grow.
STATEMENT OF OPERATIONS

BEGINNING AMOUNT: OCTOBER 1, 2016

REVENUE
CULTURAL ADVERTISING $196,789
ORGANIZATIONS CONTRIBUTIONS $321,062
PLACEMENT $43,200
PRODUCTION $31,300
ADMINISTRATION $23,750

OPTIONAL SERVICES $18,092

TOTAL REVENUE $634,194

EXPENSES
PROGRAMS’ ADVERTISING $517,852
PLACEMENTS $43,200
PRODUCTION $31,300
ADMINISTRATION $23,750

OPTIONAL SERVICES 18,092

TOTAL EXPENSES $634,194

CBE VENDOR PAYMENTS $118,385
ARTS CALENDAR CAMPAIGN

Broward Cultural Division’s roll out of the beautiful new ArtsCalendar website spurred the need to educate the public through a series of engaging and cheeky ads.

Placed throughout all marketing avenues available through Co Op, the ad campaign sought to deliver a wide audience of art lovers, patrons, as well as those who wanted to find culturally engaging activities in Broward County.

ArtsCalendar.com, South Florida’s one-stop guide for events and in the local arts, culture and entertainment scene.

Now, with a new look and easy-to-access listings from your mobile device.

Events, venue locations and artist profiles can all be submitted and accessed by the public – for free.

So, whether you are looking to plan your weekend, read about an event you missed, browse local artists or find a job or call-to-artist opportunity – it can all be found in one place.

It’s a great resource for local artists and arts organizations as well as residents and tourists alike. We can’t wait for you to see the new look at ArtsCalendar.com. And while you’re there, signup for the newsletter and follow along on Facebook at @ArtsCalendar and on Twitter at @BrowardArtsCal.

ArtsCalendar.com is provided by ArtServe and Broward Cultural Division.
CO OP ORIENTATION

In order to break away from the perfunctory and routine Co Op member orientation meetings, the leadership of Broward Cultural Division and ArtServe formulated a new concept and direction with the Marketing Morning Happy Hour. Complete with fizzy drinks, bike ground coffee, gourmet donuts, and a program of expert marketing pros, the event was a smashing success which was enjoyed by all who attended.
Funding for this project is provided in part by Broward County Board of Commissioners as recommended by the Broward Cultural Council.

The Cooperative Marketing Program is administered by ArtServe, an award winning non-profit which transforms the cultural landscape of South Florida by fostering entrepreneurial growth and educating the arts leaders of tomorrow.

ArtServe is on the leading edge of cultural engagement in South Florida by being an inimitable and consistent resource for artists, cultural organizations, and community members who are interested in growing their business, expanding their network, or benefiting from professional development through classes and educational workshops.

The Cooperative Marketing Program advertising coordinator is Ed King. His career with ad agencies was preceded by top marks and awards in art school. King later owned Ed King Pop Art for over a decade where he marketed EKPA like an agency client, leading to awards, recognition in the press and multiple sales to his numerous collectors. Named in the press as one of the top five pop artists and one of the most creative minds in South Florida, King closed his career by winning “best in show” at his final pop art exhibition. Ed King began working for ArtServe in December of 2014 where he fiercely advocates on behalf of the Co Op clients he represents while acting as a full throated ambassador for ArtServe’s mission.

“Co Op program is successful on a micro and macro level. Cultural organizations are able to market themselves more effectively, local media outlets are booking new business, and the community at large is being transformed.

Collaboration is truly a key to success and this partnership with Broward Cultural Division, Broward County creates an exciting win-win-win scenario.”

JAYE ABBATE / PRESIDENT & CEO OF ARTSERVE / 2017