

Crayola

Back-To-School 2022

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Executive Summary

For over 100 years, Crayola has successfully painted itself as a colorful, vibrant company. By doing so, it has consistently emphasized the importance of creativity, innovation and having fun. Some slogans that have been publicized: "Everything Imaginable," "The Art of Childhood," "Unmistakably- Crayola," "Crayola- Make Play," and "The Power of Creativity - Crayola - It Starts Here." According to Crayola's website, "Crayola produces nearly 3 billion crayons each year, an average of twelve million daily. That's enough to circle the globe 6 times! In addition to making crayons, Crayola makes 600 million Crayola Colored Pencils, 465 million markers, 110 million sticks of chalk, 9 million Silly Putty eggs, and 1.5 million jars of paint." The production process is directly connected to the maintenance of the demand of art supplies. Each year, Crayola generates about \$750 million.

The unstable climate of COVID-19 may affect these recurring numbers. Issues and opportunities have surfaced for this creative-driven company. The Center of Budget and Policy Priorities states, "20 million households reporting having too little to eat in the past seven days and 10 million households behind on rent." Households that are struggling to make ends meet may cut down on spending habits— including childrens' entertainment and toys. The numbers indicate that we need to be prepared to lose a sum of Crayola consumers. Crayola may lose a portion of its loyal customers, however, we have seen other impactful trends with COVID-19.

Staying indoors to combat the further spread of the virus has been a pivotal lifestyle change for everyone. Drastic increases of COVID-19 cases suggest a boom in sales for the arts and crafts industry. People are bored, with little to do at home. Another applicable lifestyle change stipulates that people are more digitized than ever. Online assignments may be preferable over hands-on work for teachers. This may be seen as a possible threat to Crayola. We can maintain our relevancy by interacting with our customers via social platforms. Already, Crayola currently promotes and sometimes holds events through Facebook. We will continue to push the Crayola's impact for kids; this means the heavy emphasis on detrimental

We want to continue targeting our usual audiences: parents and teachers of children in elementary school. Yet, we want to inspire as many demographics as we can possibly reach. In this plan, ringing in a group of young adults could help cope with the loss of customers. Aspiring young artists, college folks or people beginning their ventures into the corporate world— they could all use a little color in their lives. Targeting this group could trigger childhood nostalgia, which could get a positive reaction from both parties. According to AdAge, "Crayola spent \$11.5 million advertising in U.S. measured media last year, up 22% from 2015, according to Kantar Media." We have precisely calculated our finances to swiftly execute our public relations plans, wholeheartedly. Our plans add up to roughly \$59,856.21. We have established a problem statement, an environmental scan and company awareness through situational analyses for Crayola. Thorough research has been conducted on our all target audiences. We have methodically planned out how we will be catering to their interests and needs using objectives, strategies and tactics.

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Problem (& Opportunity) Statement

As COVID-19 cases continue to rise, Crayola could be faced with a decrease in sales (regarding certain demographics). More students are enrolled in a remote learning space than in-person. This could derail students from a hands-on learning experience. Crayola has digital platforms, like DigiTools, to interact with an audience online. DigiTools is a tablet app that allows its users to paint, draw and create art using Crayola's products (Wired, 2013). Crayola could promote its productivity for school teachers to use in a professional, school setting for online learning can increase Crayola's efforts for the season. Since the beginning of COVID-19, the U.S. has experienced a +15% increase in arts and crafts sales. This boom hints at an opportunistic route for Crayola. Crayola could be the leading arts and crafts company by adjusting to the times. Promoting its products in an engaging and inclusive way will pave the way to success. The only downside to this increase of overall sales means that Crayola may have more competitors than ever before.

Situation Analyses

PEST Analysis

Political Environment

- Vaccination status of employees
- The US as a whole is more divided than ever
- Cannot see eye to eye in regards to COVID-19 and political parties
- War in Ukraine, economic warfare between Russia & NATO allies

Economic

- Constant market changes
- Businesses closing
- Increased job cuts, constant change of employment (labor shortages/surplus)
- COVID outbreaks and surges
- Inflation on products
- Increased gas prices

Social

- Demand to implement art into schools
- School enrollment rates amidst pandemic
- Diversity, equity and inclusion efforts
- Black Lives Matter movement

Technology

- More digital approach rather than hands-on
- Crayola is a step behind
- New ways to purchase products

Political Environment

The perpetual tug-of-war discussion regarding vaccinations affects people's working environment. This pertains to Crayola employees who are able to go back to work and focus on Crayola's back-to-school season for 2022. It also largely influences the policies enforced for schools. Omicron has demonstrated that the current level of vaccinations is not enough to stop the spike in cases across the U.S. The anti-vaccination movement has expanded significantly since the start of the pandemic, which could derail any plans for in-person classes.

Upcoming midterm elections could have a large impact on the political direction of the country and state COVID-19 protocol. 58% of conservatives identify as "anti-vax," meanwhile

only 16% of democrats uphold this same conspiracy. These numbers indicate how the new electoral outcomes could affect how COVID-19 will be managed.

War in Ukraine means uncertain economics moving forward. Because the U.S. cannot risk open conflict with the world's largest nuclear power, the Biden administration has chosen to impose some of the harshest economic sanctions ever levied on a member of the U.N. security council. While this hurts Russia, it also hurts consumers in the U.S. who have less spending power due to a disruption in supply & demand, as well as retaliatory sanctions.

Economic

Since the start of the pandemic, it has been proven that the market's drastic changes have affected Crayola's ability to succeed when it comes to back-to-school. Due to businesses closing and increased job cuts, the virus has made it harder for some (if not most) parents to provide for their families. According to the Congressional Research Service, "In April 2020, the unemployment rate reached 14.8%—the highest rate observed since data collection began in 1948." Fluctuating changes in unemployment rates could potentially impact parents' ability to purchase Crayola's products for their children.

As Omicron further declines, we will be able to see a more 'normal' approach to public protocols (as much as it can for mid-pandemic). However, variants, like Delta or Omicron, may cause prolonged economic stress on parents (and teachers). Inflation has struck any item with a price tag, including arts and crafts supplies. It has caused more Americans to be more conscious of their spending. In the early stages of the pandemic, when many businesses had to cut workers, this led to a supply chain shortage. This affected the time it took to produce and roll out different Crayola products.

Social

There is an ongoing request from parents about implementing art into children's learning circumlum. This means that teachers need more arts and crafts supplies. Because Crayola is the #1 arts and crafts supply brand for teachers, they are going to be the go-to if/when this occurs.

People are spending much more time at home (and with their families). Parents will be looking for ways to keep kids occupied. Crayola products can encourage family time while being creative with their loved ones. Not to mention, other adults are turning to arts/crafts to be productive with their time (when quarantining). For young adults who do not live with their families, Crayola can allow them to embrace their inner child. While families aren't stuck at home, implementing arts and crafts and creativity into their everyday routine can allow for kids to activate different parts of their brain that more digital activities can't provide.

School enrollment rates are constantly changing. If more parents are sending their kids back to in-school learning, teachers and schools are going to have to provide more school supplies. Teachers will also encourage parents to buy certain supplies for upcoming activities.

During the Black Lives Matter movement in the summer of 2020, Crayola has been able to provide resources and products that are more diverse and inclusive to a wider range of cultures and backgrounds. Crayola released the Colors of the World product line during this time and made statements to show support on social media. The Colors of the World line even received the PR Week Awards winner for Best Consumer Launch (PRWeek, 2021). Diversity, equity and inclusion is another important issue that has become more mainstream. Crayola has been able to cater to a wide range of audience through its products, its grant and donation program as well as through its employees and internal company.

Technology

When it comes to technology, Crayola is a step behind. The Crayola company is known for its hands-on approach. The technological advancements that have come amidst the global pandemic and online learning have been a challenge.

If the back-to-school season is remote like it was this past year, there is not as much need for crayons, pens, paper and other arts and crafts supplies. Online school will decrease the need for schools or teachers to provide the school supplies, and increased responsibility for parents to buy supplies. New ways of purchasing products, including BOPIS (buy online, pick up in-store) and BOPAC (buy online, pick up at curbside), have enhanced the technological basis for retailers to sell and buyers to purchase online. Depending on each family situation, the remote learning environment could jeopardize how many Crayola products are purchased.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Crayola shows the ability to adapt to the pandemic. <ul style="list-style-type: none"> ◦ Differentiating social media use to optimize online sales with retailer partners. • Crayola shows how they can still promote the importance of their products and how they can't be replaced by technology. • Crayola has very strong brand awareness and customer brand loyalty • Crayola is a highly ranked brand among schools and teachers 	<ul style="list-style-type: none"> • Crayola Experience continues to need extra precautions. • In the past, Crayola has not offered a vast variety of colors (especially skin tone colors). • Although offering a new color drop alleviates this issue, advertising needs to be cautious about ads that seem like Crayola is capitalizing on social issues etc. • The names/labels of some products in the past have sparked controversy due to racist references/ political incorrectness. This could deter certain audiences that may not support

<ul style="list-style-type: none"> • Non-toxic ingredients • Wide variety of products 	Crayola's past.
<p>Opportunities</p> <ul style="list-style-type: none"> • Digital platforms like DigiTools. • Crayons, pens, pencils and markers are still necessary for many grade school classrooms. • Arts, crafts, games and toys are more popular than ever. Parents want to keep kids occupied and connect with their families. • Donate to schools to show their support. • Create a grant or scholarship for families and schools affected by pandemic 	<p>Threats</p> <ul style="list-style-type: none"> • The omicron variant. • Schools may decide it is not safe to resume in-person instruction. • The online format for classes. • High demand for craft supplies indicates a high increase in competition. • Many other well-known competitors like Cra-Z-Art, Elmer's, Sargent Art and Dixon Ticonderoga Company. • Lack of employees due to the pandemic to manufacture products.

Strengths:

The strength of the Crayola brand is unmatched in the industry. Not only do Crayons have one of the most recognizable smells of all time, “At least 98 out of 100 Americans recognize the Crayola brand.” (Cengage, 2021). Being an industry icon has its upsides. Kids, parents, and teachers alike all know and trust Crayola products. Crayola continues to position itself as a children’s brand. Making fine art products is not as important as their safe, non-toxic ingredients. Crayola became popular from this strategy decades ago, and as it stands they operate with almost no competition. Other children’s arts and craft companies like Stabilo, Carioca and Rose Art are all less than half the size in terms of employees, sales and revenue (Owler, 2021).

Crayola has also shown great ability to adapt to the pandemic. It has done so in a few ways. Firstly, the company increased its support for services like buy online/pick up at curbside (BOPAC) and buy online/pick up in-store (BOPIS), both of which proved to be popular. These services allowed customers to spend less time in stores without having to wait for an online delivery purchase. They could also purchase a large number of items at once in minutes without having to search through a physical store. BOPIS orders grew by 195% in May 2020 and grew by 130% in June of the same year (Lambert & Honovich, 2021, 5).

Crayola also started using its social media presence to drive sales to its retail partners. They would regularly post fun projects and craft ideas throughout the pandemic to increase engagement and sales. The posts feature crafts like a paper tiger mask, DIY stickers, an air-dry clay Dreidel, and more. Michael’s craft stores were tagged in these posts to allow consumers to seamlessly travel to their online store and buy Crayola products for delivery, BOPIS, or BOPAC (Lambert & Honovich, 2021, 5).

Weaknesses:

One thing that sparks controversy is Crayola's ingredients. The products are not universally tailored to meet everyone's preferences. For example, they are not vegan because it contains stearic acid, an animal fat that gives off the iconic smell of a crayon. Although Crayola has never been traced back to any health hazards, Crayola has not been very transparent with its ingredients. ("The Filtery" 2021).

Another weakness could be Crayola's history with offensive color names. Crayola has had multiple names changed because of how they were controversial. The color "Indian Red" is an example of one of many names Crayola has used to label colors. The color "Indian Red" was based on a reddish-brown pigment commonly found near India, and was dropped because teachers complained students thought it described the color of American Indians ("AP News" 1999). This can cause a threat to the company's reputation and morals because of the message it is sending to children. Crayola however, did a good job responding to parents' and teachers' concerns. They made it an interactive decision between them and the students to involve them in picking a new name. Students submitted over 250,000 names, and it is in Crayola's hands to pick a new appropriate name out of those suggestions.

The names that these Crayons have been labeled go far back in history because the company has been around for years. Crayola must keep up with social issues to make sure they are being politically correct. This can act as a huge threat to their company if they are not aware of important social issues and politics. Crayola needs to make sure they are setting a good example for students if they are using their products in the classroom.

Opportunities:

Crayola has already implemented its support to schools and the community through different philanthropic and grant programs. As a great starting foundation, Crayola should continue to do equitable work "mid-pandemic" when it comes to the 2022 back-to-school season. Because it's still unknown and up in the air of whether K-8 schools will be returning in person, an opportunity for Crayola would be to create a digital space for schools to use. While Crayola already has digital platforms, like DigiTools, which is a tablet app that allows its users to paint, draw and create art digitally using Crayola's products (Wired, 2013) having something specifically for school teachers to use in a professional, school setting for online learning can increase Crayola's efforts for the season.

Another opportunity for Crayola in the school setting would be to continue to donate and sponsor different school events. Having the support from a nationally known company can ensure schools, especially those in lower-income neighborhoods, that they are provided for can increase their pre-existing brand loyalty. Crayola already has different grants, such as the Art in Education Grant and In-Kind Product Donations (Crayola), but we believe having a grant designed and

catered towards families or schools impacted by COVID-19 would increase Crayola's CSR significantly.

There are also opportunities in stores for Crayola to increase sales during the back-to-school season. Crayola could partner with different big-name stores, like Target or Walmart, to create an interactive and immersive experience for its shoppers. This could be done similarly to Crayola Experience's Activity Studio attraction, there could be displays of products and stations for kids to try out the different products. This opportunity can hone in on the idea that arts and crafts supplies are still needed in homes to empower kids' creativity skills. If anything, due to the pandemic, these products are more popular than ever before because parents had to find ways to keep their kids entertained while stuck at home.

Threats:

One of the largest threats for any company right now is for COVID to progress. Realistically society is changing, and the pandemic will be an irremovable marker in history. Especially with the new variant in the mix, we need to prepare for another wave or new variant to arise to keep Crayola relevant for the next school year. COVID cases begin to spike dramatically when school starts because interaction with one another increases. This indicates a backup plan involving technological advances for Crayola. Most children are enrolled in a remote setting, which can negatively alter the sales of hands-on crafts. On the business end with the pandemic affecting the way Crayola manufacturers its products, there is constant battle with price inflation, making supplies and costs more expensive, which then in turn makes the products' prices increase when it is put on sale.

On the other hand, sales have been increasing due to individuals being primarily indoors (with not a lot to do). However, we cannot stay reliant on these statistics, as things begin to open up again. Tailoring to a digital audience is already in motion, but possibly increasing the amount of interaction could help with Crayola sales. Crayola already has promoted a DigiTools set

Another threat is other competitors, such as Cra-Z-Art, Elmer's, Sargent Art and Dixon Ticonderoga Company. These companies have been competitors of Crayola for many years and have created similar products to keep up with Crayola's items. This can be a huge threat for Crayola because they not only have to worry about their customers choosing them, they also have to worry about the campaign plans these companies are creating to overcome the effect of COVID-19.

Target Audience Profiles

Audience 1: K-8 Teachers

We will be targeting K-8 teachers for this campaign because of their ability to enhance their students' learning when it comes to art and creativity in the classroom. We are also targeting this public because teachers tend to provide different school supplies for their students who may not be able to have them. We hope that by targeting teachers, it can also inspire teachers to continue to enhance their students' classroom experience and can continue to pave the way for the next generation of leaders, artists, scientists and thinkers. Because Crayola's mission is to "help parents and educators raise creatively-alive kids" (Hallmark, 2021) through the use of their products, targeting teachers seems like the right choice.

Using Zippia's statistical database (2021), we were able to find some key demographics for k-8 teachers. 74.8% of all elementary school teachers are women and the other 20.8% are men. We found out that the average age is 42 years old. When it comes to salary, male teachers' salaries, around \$56,000, were higher than female teachers around \$54,000, with the overall average at \$49,952.

We also concluded that 73.1% of K-8 teachers are predominantly white, then followed by Hispanic/Latino at 11.7% and African American/Black at 9.8%. This statistic leads to the idea that more minority races teach in lower socioeconomic areas. According to the Education Trust (2021), a national nonprofit that supports students of color and low-income households, "The disparity between the caliber of [a] teacher found in a high-poverty or high-minority school and that of a teacher found in a low-poverty or low-minority school has a massive impact on student achievement."

We concluded a few things that make this public stand out to us psychographically. The first thing has to do with their salaries and lifestyle. Because teachers are known to not make a ton of money salary-wise per year, this leads to a different lifestyle experience compared to other occupations. As stated above, the average salary for teachers is around \$49,000 a year, which is manageable, but with the amount of extra time and energy teachers put into their work, they don't always receive the credit they deserve. Crayola can help provide school supplies, grants and other programs for them so they get the recognition they deserve.

Currently, teachers are facing the same unknown as everyone: what will the 2022 back to school season look like? While the current school year seems to be predominantly hybrid, the health and safety amongst the pandemic is ever-changing. While most teachers are eager to get back to the classroom, they want to be sure that it's the safest thing for themselves and their students.

Another thing that stuck out to us is their commitment and personality toward their work. Teachers are inspiring the next generation, so they tend to be more diverse in their teachings, and want their students to have a wide range of subjects and experiences in the classroom.

Audience 2: Parents of elementary-aged children

We will be targeting parents of elementary-aged kids because of their responsibility to supply children with the materials needed to participate in school. Parents are also responsible for providing their children with a variety of activities that allow them to be creative and figure out what they like and dislike. Parents have always been in charge of the back-to-school shopping and picking out the supplies.

Using databases Statistica (2021), the Pew Research Center (Livingston, 2020) and the US Census Bureau (Bureau, 2021), we found the following demographics: the total number of parents of children in the US is around 6 million, with 27 million being male and 34 million being female. There are 22 million fathers and 28 million mothers that have enrolled their children in the United States school system. The demographics for the race of these parents that have their children enrolled in school is 37 million are white, 5 million are African American, and 3 million are Asian. These were the three highest numbers for groups of races of parents that have their children enrolled in school. On average, 43% of parents have earned a Bachelor's degree or higher, with an average income at about \$100,000. The overall average of household income, regardless of education level is at about \$43,000 a year. 50% of total married families live in suburban areas, whereas 44% live in urban areas and 51% live in rural areas. This changes slightly depending on the family's race, but is within the 10% of the total percentages.

Psychographically, the common interest among parents is the way they prioritize their children to make sure they are prepared for school. Creating lists for shopping, and giving them the best quality supplies they can afford. They all want to make their children happy and support their creativity. Parents care about their child's education and want them to be successful. Parents are usually working at a part-time or full-time job, and pay for groceries, rent, clothes, and overall house bills. Whether parents decide to send their children to private or public school, online or traditional, is up to each individual family circumstance and value, parents tend to want their children to have better opportunities than they did when they were growing up.

Audience 3: Aspiring, underground artists

We will be targeting artists as our third and last public for this campaign. We decided on this for a number of reasons. We as a brand want to be able to provide support and resources to artists who may have lost their jobs or opportunity when the pandemic first hit. Artists also have this stigma around them that they are continuously "in need of work" or are often termed

“struggling artists.” Given the constant unknown of the world, it’s important to allow support to artists if they do feel like this to begin to build that relationship. Working and providing Crayola art supplies as well as grants and opportunities for development is something we want to help with for this audience.

Statistically, there are over 11,900 currently employed in the US. We want to be able to cater to as specific a niche group of artists as possible, but after thinking about the following ideas, we decided to leave it as any artist for now, and then reevaluate later on which specific group of artist needs assistance. Targeting artists on the rise can benefit them more than Crayola because we would be helping launch their platform and audience due to the size of Crayola’s knownness. However, targeting older, more experienced artists can benefit Crayola because of the ability to gain their audience as well. Expanding Crayola’s audience is obviously important to us, but at the same time so is allowing us to cater to the best publics as possible for a mutually beneficial relationship.

Looking at Zippia’s database (Zippia data science team, 2021), we were able to find out the following key demographics of this audience: the average age of an artist is 40 years old, and the majority of artists are female (52%) compared to male artists (43%). The average starting salary is about \$71,500 and the top 10% of artists can earn up to \$100,000 or more. Artists tend to still be predominantly White at 73%, followed by Hispanic/Latin artists at 11% and Asian artists at 7%. We also concluded that while some artists go through multiple years and programs in school, 59% of all artists earned a Bachelor’s degree, while only 7% earned a Master’s degree.

Psychographically, artists have a wide range of lifestyles and personalities which only make their work more unique and one of a kind. Most artists tend to live in more high energy, fast-paced cities like New York City or Los Angeles, and use this to their advantage. Most artists also work for a private company compared to working for a public company. This will also affect the possible work environments and conditions of the artist. Depending on their geographic location of where they live will then decide the type of lifestyle and different activities they can perform in on a regular basis. For these artists that live in these places, they tend to showcase their art at different events and galleries which allows for opportunities to get their name and work out there, but at the same time a chance that their work will be harshly critiqued by others. Because their art allows them to be more creative, artists have the highest rates of positive mental health. A study done by the Therapy Group of NYC concluded that “being creative can increase positive emotions, lessen depressive symptoms, reduce stress, decrease anxiety and even improve immune health” (Brenner, 2021). With this in mind, targeting artists will benefit both the artists and what their ultimate goals are as well as Crayola’s brand and engagement to continue to bring awareness to our CSR views.

Strategic Recommendations

Goal: To expand Crayola's brand loyalty among its audience so that it can have a successful back-to-school season for 2022.

Objective 1: To increase brand loyalty and awareness by 20% by the end of the back-to-school season in September by comparing engagement levels of previous years.

- Strategy 1: To accomplish this objective, we recommend creating a social media strategy that will focus on highlighting the joy that comes with arts and crafts. This strategy will help share our new and existing products that are being brought to stores before back to school season.
 - Tactic 1: Create a social media campaign for the [Crayola Education](#) Facebook page. Having a regular series on this platform can increase engagement on Facebook, since many parents use Facebook as a primary form of social media.
 - Tactic 2: Highlight partnerships, like the Vans [x Crayola](#) and [ask an astronaut](#) to collaborate more consistently on all accounts.
 - Tactic 3: Create a bi-monthly takeover style series on the Instagram account where different daycare centers in different socioeconomic cities showcase how they use art for their day to day operations with the children.
- Strategy 2: To accomplish this objective, we recommend creating a partnership strategy that will focus on collaborating with popular family and kid accounts to create an influencer program. This will allow us to expand our audience reach as well as promoting the Crayola brand to their audiences.
 - Tactic 1: Reach out to popular TikTok accounts to incorporate the products into their videos, while still remaining authentic to the content they create. Possible influencers include Noel LaPalomento and daughter Giada ([@_the1stnoel](#)), Emily and piggy/bunny-crazed daughter Ella ([@emilyfauver](#)) and Jason Eadie ([@4kidscallmedad](#)).
 - Tactic 2: Send PR packages to YouTubers and have them do unboxing style videos for their subscribers. They could show exclusive products, do reviews and suggest different types of DIY projects. Possible YouTubers include [Ryan's World](#), [Brianna's World](#) and [Everleigh Rose](#).

Objective 2: To support a community of artists affected from the pandemic through Crayola's grant and donation program to continue to work on Crayola's current corporate social responsibility efforts by 25% by September 2022.

- Strategy 1: To accomplish this objective, we recommend a community relations strategy that will focus on providing a platform for young artists on the rise. This will allow us to help guide the artists through different opportunities to help them build up their network of potential clients and work opportunities.
 - Tactic 1: Host an event for recent college grads across the country, starting with CA, IL and OH, who majored in Art/Design as well as people and companies who are looking for new/potential hires.
 - Tactic 2: Provide care packages for artists in lower income neighborhoods of larger city areas, beginning with NYC and LA.
 - Tactic 3: Create a grant program for qualifying artists that will award them with money, supplies and an internship opportunity with Crayola.
- Strategy 2: To accomplish this objective, we recommend a media relations strategy that will focus on allowing artists to showcase their work at a Crayola Experience location. This will allow us to gain more media coverage in the areas that Crayola Experience as well as supporting local artists.
 - Tactic 1: Pitch the idea to artists in these locations- Chandler, AZ; Plano, TX; Easton, PA; Orlando, FL; Mall of America, MN.
 - Tactic 2: Pitch the story to local journalists and tv stations as well as inviting them to opening night of the exhibit.
 - Tactic 3: Get media coverage of the opening night galas.

Objective 3: To have an effect on the awareness of elementary school teachers by 30% through the use of Crayola's [education resources](#) within 5 months.

- Strategy 1: To accomplish this objective, we recommend a community relations strategy that will focus on providing support to teachers affected by the pandemic. This will allow us to help teachers bring in the importance of creativity into their classroom and reinspire teachers on why they love what they do through art.
 - Tactic 1: Create a campaign that gives examples of arts and crafts projects you can do with Crayola products.
 - Tactic 2: Get media to cover teachers and students using Crayola's educational resources.

- Tactic 3: Offering Crayola education resources for free to low-income schools and promoting that.
- Strategy 2: To accomplish this objective, we recommend a social media campaign strategy that will focus on highlighting different schools around the country and how they use Crayola products in the classroom. This will allow us to provide ways of communication amongst teachers all across the US to see what each other are doing and to find ways to spark inspiration.
 - Tactic 1: Spotlight different school teachers, i.e. 'teacher of the week.' This could be done throughout various US public schools.
 - Tactic 2: Create a monthly recap video of different schools and teachers who utilized Crayola Education into their curriculum and share it on the Crayola accounts.
 - Tactic 3: Have monthly giveaways on Crayola's social accounts specifically for teachers.

Key Messaging for our Audience

Audience: K-8 Teachers

- Crayola has the program [CreatED](#), which has offered opportunities for teachers to learn and share the best techniques for creative thinking in the classroom. Utilizing different opportunities for growth starting with the teachers will only respark their love for teaching their students and allowing them to be creative with their students.
- This program offers both in person and virtual opportunities for teachers to learn and collaborate with others. Programs include focusing on STEM, leadership and literacy. Online coaching occurs throughout the program and can help teachers and support staff to work with the Crayola coaches to implement these tactics.

Audience: Parents of elementary-aged children

- Provide care packages for parents sending their children back to school. We can target affluent/lower income neighborhoods because they will be in the most need for school supplies.
 - Set up a popup area outside the school and pass them out on the first day of school, on back to school night or the night before for parents to pick up. This opportunity can alleviate any last minute stress that school supply shopping may put on parents within this targeted audience.

Audience: Artists

- Crayola products spark and promote creativity for artists of all skill levels, experience and backgrounds.

- Even professionals use different Crayola products as a starting point for their collection of supplies. Crayola products are made with the highest quality and can be used to create works of art that can be shown in a variety of locations- galleries, museums or your fridge.

Implementation Logistics

Expenses:

Objective 1:

Strategy 1:

Tactic	Details	Cost	Discount	Total Cost
Create a social media campaign for the Crayola Education Facebook page.	Hire a social media manager to keep tabs on other content creators, while also focusing on FB campaigns. Average salary \$52,829.	Social media manager earns \$1,015.94 per week for 16 weeks.	No discount.	\$16,255.04
Highlight partnerships, like the recent Vans x Crayola, and ask astronaut collaborations more consistently on all accounts.	Hire a social media content creator to conduct highlights of Crayola's activity. Average wage of a creator: \$22.80. (year-round)	Conducting highlights twice a week for 16 (starting this week until July 1). Should take 3 hours: \$68.40 a week x 16= \$1,094.40	No discount.	\$1,094.40
Create a bi-monthly takeover style series on the Instagram account. Daycare centers/summer camps in different regions showcase how they use art for their day to day	From March until July (5 months), there will be two winners each month.	Content creator should spend two hours per takeover: \$91.20 monthly; for 5 months: \$456	No discount.	\$456

operations with the children.				
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Strategy 2:

Tactic	Details	Cost	Discounts	Total Cost
Reach out to popular TikTok accounts to incorporate the products into their videos, while still remaining authentic to the content they create.	Will be reaching out to 5 TikTok influencers (one per month until July). Provide influencers with Crayola supplies, in return for content. PR packages take up to 70 hours of work— PR specialist average hourly wage: \$27.	<p>-\$1k per mid-tier influencer.</p> <p>-\$14.95 per box x 5= \$74.75</p> <p>- Shipping and handling: \$15.20x 5= \$76 roughly.</p> <p>-Product value should cost \$20.</p> <p>- 70 hrs x \$27= \$1,890</p>	Crayola products- \$20 x 5= -\$100	\$2,040.75
Send PR packages to YouTubers and have them do unboxing style videos for their subscribers.	<p>Create a PR package full of Crayola products.</p> <p>Influencer payment for promotion</p>	<p>Shipping fees- \$14.95 per box, sending out 3 boxes in august to begin with.</p> <p>\$20 per video, depending on subscriber count</p>	Crayola products- free to use/ no cost to us.	\$44.85

Objective 2:

Strategy 1:

Tactic	Details	Cost	Discount	Total Cost
Host three events for recent	These three events will take	- Crayola products	Crayola products	\$17,068.50

<p>college grads who majored in Art/Design or people/ companies who are looking for new/potential hires.</p>	<p>place in the spring at different colleges: UCLA, School of Art Institute Chicago, and University of Cincinnati. This serves as a chance to get featured on Crayola's page/ have designs used for the packaging of Crayola products.</p>	<p>-Staff: employ 10 workers. -Min wage hours for conducting events: \$15 per hour for 4 hrs per event. - 7 Tables: \$13.50 per table -\$1.25 per folding chair -Catering services cost between \$500-\$3,000. Spend about \$1,000. -UCLA Venue for 5 hours: \$7,000 -Chicago: \$5,000 -U of Cincinnati: \$1,500</p>		
<p>Provide care packages for artists in lower income neighborhoods of larger city areas, beginning with NYC and LA</p>	<p>-30 per city, target artists with social followings. -Shipping (from PA)</p>	<p>\$200 art supplies</p>	<p>No discount.</p>	<p>\$6,000</p>
<p>Create a grant program for qualifying artists that will award them with money, supplies</p>	<p>Announced in May. 10 winners will be chosen in July– in preparation for the 2022 school</p>	<p>-\$1k per winner -\$100 of supplies</p>	<p>No discount.</p>	<p>\$11,000</p>

and an internship opportunity with Crayola.	year.			
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Strategy 2:

Tactic	Detail	Cost	Discount	Total Cost
Pitch the artist showcase to artists in these locations- Chandler, AZ; Plano, TX; Easton, PA; Orlando, FL; Mall of America, MN.	Conduct a meeting with artists to pitch the idea in the spring,	Food Catering from Panera Bread: \$16.19 (food) + \$19.49 (coffee)	Meetings at the Crayola Experience- could save the cost of renting a room elsewhere.	\$35.68
Pitch the story to local journalists and tv stations as well as inviting them to opening night of the exhibit.	Create a story pitch and send it out.	Communications strategist salary- \$23/hour (end up working on it for about 3 hours)	N/A	\$69
Get media coverage of the opening night galas.	Invite media to event using email invite system	Email invitation and creation: about \$14.99	N/A	\$14.99

Objective 3:

Strategy 1:

Tactic	Detail	Cost	Discount	Total Cost
Create a campaign that gives examples of arts and crafts	Ongoing, can use current and reimaged projects	Salary of art director creating new projects- about \$4,000 per	N/A	\$4,200

projects you can do with Crayola products.	highlighted on website	month, will be working on it full time Art supplies- \$200		
Get media to cover teachers and students using Crayola's educational resources.	Will create a story pitch as well as allowing a few media outlets to visit some schools. We will focus on the red ribbon schools first, and then move on to schools in lower-income neighborhoods.	- Comms strategist (creating story pitch and sending out) hourly salary: \$23 -School stipend for having media at school: \$500 for each school, will start out visiting 3 schools.	N/A	\$1,569
Offering Crayola education resources for free to low-income schools and promoting that.	Target schools in the east, and specifically in PA. While we are giving these resources to the schools for free, it's cost us as a brand	Salaries of education coaches- \$50/hour, 2 coaches per school; will be going to 3 schools first; 1 hour at school \$300 total	Donation to school from coaches: -100 each coach	\$200

Strategy 2:

Tactic	Detail	Cost	Discount	Total Cost
Spotlight different school teachers, i.e. 'teacher of the week.' This	A social media content creator will be hired for 16 weeks, beginning this	Hiring a content creator is \$22.80 x 4 hrs (64 hrs total) a week= \$1,460.	N/A	\$1,460

could be done throughout various US public schools. Teachers can be found on socials, and can be privately messaged.	week through June 3.			
Create a monthly recap video of different schools and teachers who utilized Crayola Education into their curriculum and share it on the Crayola accounts.	-Hire a different social media content creator for 16 weeks, beginning this week through June 3. The creator will travel to different schools to create the content for Crayola	-Average wage of a creator is \$22.80 x 4 hrs (64 hrs total) a week= \$1,460. -Travel expenses: may go on two trips for different backgrounds exposure. If booked this week- Round trip from PA to New York: ~\$200 (Round NYC: \$178 from May 11-13). Round trip from PA to Chicago: ~\$300 (Warwick Hotel: \$184 from April 9-11). Creator will receive \$300 for food etc both trips.	N/A	\$1,460+\$200+\$600+\$184+\$178 = \$2,622
Have monthly	For a total of 4	75 boxes of 24	Crayola products: \$486.75 x 5=	\$126

giveaways on Crayola's social accounts specifically for teachers.	months, from March until June 1st. Winner receives Colors of the World Classpacks.	count coloring supplies (each worth \$486.75) 5 shipping boxes: $\sim \$10 \times 5 = \50 Shipping and handling: $\$15.20 \times 5 = \76 roughly.	-\$2,433.75.	
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Brief Timeline:

Objective 1:

- Pre-production work: research which specific influencers we want to partner with; Figure out what type of content to be posted/create a content calendar.
- Production: reach out to the list of influencers and express interest in working with them; send those who respond to call out more info as well as the packages and requirements for partnership; Generate content for socials.
- Post-Production: Post according to calendar; follow up with influencers to make sure their content is posted regularly.

Objective 2:

- Pre-production work: Start the event planning process; research which locations we want to find artists in; create the pitches for both journalists and the artists; work with the legal team to figure out logistics of the grant program we want to implement and create.
- Production: Send out pitches to journalists; reach out to artists and host them for a meeting to express interest/details of the event.
- Post-Production: Host event for the grads; host the opening night gala

Objective 3:

- Pre-production work: create giveaway prizes; research areas and provide surveys/ways for people to gain awareness of the teacher of the week spotlights; research and figure out what type of campaign and content we want to highlight/figure out different arts and crafts projects Crayola products can produce; create story pitches for media about visiting schools/create event for them
- Production: Create content for the giveaway on socials; start reaching out to possible teachers of the week and finalize list/access for them; get finalized list of media coming to that event

- Post-production: roll out weekly takeovers; post the giveaway content monthly; host event

Evaluation Plan

Objective 1 Method of Evaluation:

We will evaluate the social media strategy through the use of each platform's insights and engagement functions. Prior to beginning each different campaign, we will take note of the current insights and data and then compare it at the end of the campaign. We can use the following insights on Instagram to determine the success rate for the Instagram campaigns we want to implement: accounts reached, accounts engaged and total follower increase/decrease. From those two sections, we can then find more specific data and percentages of how each post did with those insights as well as identifying which type of audience was actually looking at the posts. Using Facebook Business, we can use Facebook's insights to find the same thing for the Crayola Education page.

We will evaluate the partnership strategy through a similar format, along with identifying website click rates. Because we will be working with influencers with a variety of subscriber counts and follower sizes, we will also have to work with them to evaluate overall success on their end. Before we begin the partnerships and the influencers delivering the content on their platforms, we will have them send us their current insights and data from their platforms to compare when the campaign is over. Then, once the campaign is over, we will ask again for their insights of the posts that Crayola had featured. We will then also take in consideration Crayola's own account insights to see how many clicks we received and internet searches. We also want to check the overall metrics that the website generates. We can evaluate how successful the partnerships were with all of this, and then we can decide as a company if we want to further collaborate with these influencers, find potential new collaborators or ditch the idea completely.

We will conclude all strategies for this in September, and then we will begin the evaluation process, and determine if the campaigns were successful in increasing brand loyalty and awareness by 20% or more.

Objective 2 Method of Evaluation:

There are a few different ways we can evaluate our community relations strategy. First, we can use media coverage as a way to figure out how many media outlets attended the event and wrote about it. We can also use the attendance number as a way to figure out how many people, both artists and companies, came out to support the event. We can then use our initial reach out number and the attendance number to see if we had a positive, negative or neutral outcome of the event. To figure out the evaluation of the care packages, prior to giving them away, we can send out an interest survey or form where artists can choose if they would like a care package or not. Once the packages are sent out, a week or two later we can send a follow up email survey asking if they received the package and let them indicate how satisfied they were with the products included. For the last tactic, we can evaluate it by sending pre- and post- surveys. In the pre-survey development, we will take note of how many applicants there are, and then in the post-survey portion, we can look at the total amount of grants that are given out. We can even reach out to the recipients and ask about their experience working with Crayola and how the flow of the experience was.

To evaluate the media relations strategy, we can use overall media coverage as a way to indicate total views and coverage of the event at the Crayola Experience. We also want to be sure to figure out if the ratio of journalists and reporters invited and notified is close to the total amount of press who came to the event. We will also do the same for the number of artists who create art for the gallery, and the number of those artists who attended the event.

We will be sure to conclude all events and media coverage by the end of September so we can begin the evaluation process. We hope that by creating both the media and community relations events, we can support both aspiring artists and our corporate social responsibility work by the indicated 20%.

Objective 3 Method of Evaluation:

To evaluate the community relations strategy for this objective, we will look at media coverage and community involvement based on attendance numbers. For the event where we will be inviting the media to come to the blue ribbon schools, we can use the ratios of outlets reached out compared to those who came, followed by the media they create as a result. For the social media campaigns like the teacher of the week and the monthly recap videos, we can use the insights feature to figure out the effectiveness of each individual post and story. For the teacher of the week idea, we will be reaching out via email, so including a pre-campaign survey that indicates whether teachers are interested in participating will help us later when calculating engagement. Once the last spotlight is posted, we can send out a post-campaign survey for all the teachers initially reached out to to follow up and include a comment section. In this, they can leave any notes on what they particularly liked or disliked about the takeovers. For the monthly video, we can look at the number of views and clicks it receives each month. Because it's a sort of interactive video and component of the overall message, we want as much interaction as possible. We will be responding to comments and any direct messages the Facebook account receives due to the videos.

We will be implementing these efforts for 5 months to ensure that there is a noticeable difference in the teachers we are supporting. We hope that we can positively impact and support elementary school teachers by at least 30% by the time we conclude the community relations and social media campaigns.

Appendices + Citations

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