



RFP
for [Website Design and Development of
architecture.org]



RFP Structure

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1. Introduction

The Chicago Architecture Foundation (CAF) is soliciting proposals for the re-design of our institutional website, architecture.org. The partner chosen will be responsible for leading the design/UX process, working with our team to evaluate and select a new Content Management System, advising on content structure, and executing all services related to developing the website in the new system.

The culmination of the services requested as part of this RFP will be the launch of the minimum viable product (MVP) of the website in early December 2014, to be managed and extended by an in-house team moving forward. All requirements in this document are subject to change.

2. About the Organization

The Chicago Architecture Foundation inspires people to discover why design matters. Through a wide variety of programs, exhibitions, architecture tours, lectures, youth education, and a retail shop, CAF puts design at the forefront of our educational purpose.

CAF is the leading organization devoted to celebrating and promoting Chicago as a center of architectural innovation. As Chicago's forum for the exchange of ideas on urban design, CAF inspires people to participate in the building of vibrant communities and to demand the highest standard in urban design. CAF awakens young people to achieve their potential through the discovery of architecture, engineering, and design.

Some key CAF metrics:

- Our annual audience attendance (tours, programs, exhibitions) is 518,000 people.
- In 2012, US News & World Report rated us the “#1 Thing to Do in Chicago”.
- We offer more than 85 architecture tours of the city of Chicago.
- Our team is comprised of approximately 65 staff members and more than 2000 volunteers.
- We are supported by approximately 9800 members and donors.
- 130,000 people follow us on Facebook, Twitter and other platforms.
- In 2013, our institutional website—architecture.org—received 1,055,000 total visits.

CAF's architecture tours, especially the Chicago Architecture Foundation River Cruise aboard Chicago's First Lady, are our most well-known offerings and draw a large annual audience. Other notable CAF initiatives and programs include:

- **Open House Chicago (OHC):** A free, weekend-long public festival that offers behind-the-scenes access to 150 buildings across Chicago and attracted 55,000 participants in 2013. (www.openhousechicago.org)
- **Chicago Model (permanent public exhibition):** A 320-sq-ft city model in the atrium of our space—the only accurate and up-to-date three-dimensional portrait of Chicago's downtown.
- **DiscoverDesign.org:** An award-winning online teen architecture curriculum tool that engages and educates students about the design process.
- **Retail Shop:** Our Michigan Avenue storefront space that offers books, gift items, toys, home décor items and other design-related products.



3. About the Project

3.1 Background

As part of a new five-year strategic plan developed in 2012, CAF established an institutional goal focused on “Making a Digital Leap Forward”. A major initiative under that goal was to create a comprehensive strategy for CAF’s approach to public-facing digital engagement.

This user research-based strategy, known as the “Digital Master Plan” (DMP), was completed in January 2014 and defines guiding principles and a framework for developing a coordinated “ecosystem” of CAF digital experiences for our audiences over the next several years. The re-design of the architecture.org website will be the first marquee project on the heels of that work, and will serve as the central foundation for this emerging digital ecosystem.

The current iteration of the architecture.org website was launched in 2009 and was developed on the proprietary content management system *Blackbaud NetCommunity (BBNC)*, selected mostly due to its seamless integration with CAF’s constituent database software *Raiser’s Edge*. Content and design updates on the site are managed in-house by a small team, and over the past five years have been mostly reactionary and limited to CSS/JS/HTML front-end enhancements. The site features very little search-friendly editorial and multimedia content, does not tie in with CAF’s social media efforts, and offers few opportunities for deep user interaction. The CMS does not adhere to current web standards, and any functionality/feature enhancements are limited to what is released by Blackbaud. (*See appendix for a “State of the Website” summary of how architecture.org is currently performing and being used.*)

The architecture.org website is a crucial component to the success of our organization. The domain name alone is a significant asset and offers untapped potential for reaching global audiences interested in architecture and design. We expect this project to transform the site from a static online brochure to CAF’s central destination for online engagement that is designed to evolve with the needs of our audiences.

3.2 Overall Goals for the New Architecture.org

- Clearly communicate CAF’s brand, mission and value proposition
- Grow our reach among key target audiences
- Establish CAF as a leader in the interpretation of architecture and design, with a special focus on Chicago
- Make it easy for website visitors to understand and explore the breadth of CAF’s offerings
- Inspire our target users to discover why design matters through rich, engaging digital content and participatory online experiences
- Deliver an optimized experience on a range of devices
- Drive revenue (ticketing, membership, retail and donation)
- Be an example of excellent contemporary design, as a demonstration of our mission
- Serve as the “hub” that clearly connects our digital ecosystem of web properties and channels

Internal, Operations-Focused Goals

- Revolutionize CAF’s management of digital content (updating, expiring, archiving, re-packaging, cross-promoting)
- Enable accurate, detailed tracking and measurement of site performance—within architecture.org



and between architecture.org and CAF's other web properties.

- Be modular. Allow us to incorporate new features into the site without extensive customization.
- Be a progressive platform that inherently promotes and supports integration with other tools and software through APIs and open development standards.

3.3 Measures of Success (to be assessed in 2015)

- Non-paid, organic search traffic to the site will increase by 18% percent.
- Inbound links to our content and interactives from external sites will increase by 10%.
- Social shares of content and interactives by architecture.org visitors will increase.
- We will be able to set up goals in Google Analytics and accurately track conversions.
- The seasonality of our traffic and domination of tour-only visits to the website will begin to neutralize.
- 6% of traffic to architecture.org will be driven by social media.
- We will receive fewer user complaints and errors.
- Sign-ups for our email list will increase by 30% percent.
- Number of steps or manhours required to make regular content updates to the site will decrease.
- We will roll out and test feature updates at least quarterly.
- A/B testing will be easy to implement on a consistent basis.

3.4 CAF Website Family

In addition to the core architecture.org website and a robust social media program, CAF currently manages an extended family of web properties. Each of these properties were developed to support specific initiatives or functions, and in many cases exist outside of the architecture.org CMS environment only due to the feature limitations of BBNC. It is not in scope of this project to consolidate each of these properties into a common platform, but they will influence user experience planning and content strategy and some may require close integration with the core architecture.org website. They include:

Architecture.org-related domains:

architecture.org/mobile – Abbreviated mobile-friendly version of architecture.org. Mobile traffic re-directed to this separate site through javascript redirects. *Technology: Blackbaud NetCommunity (BBNC)* [We anticipate that this property will be eliminated after the launch of the responsive architecture.org MVP.]

tickets.architecture.org – CAF's primary e-commerce environment for tour tickets, public program/event tickets and membership. *Technology: Blackbaud Patron's Edge Online (PEO) software*

shop.architecture.org – The online companion to CAF brick and mortar retail shop. *Technology: Shopify*

bigdata.architecture.org – Companion website for CAF's next exhibition, City of Big Data, opening May 8, 2014. *Technology: HTML/CSS, currently migrating to WordPress*

Separate domains:

openhousechicago.org – Companion website to OHC October event. Features geo-tagged content for more than 150 locations across Chicago. 90% of traffic occurs leading up to and during event weekend. *Technology: PHP, Google Maps, Collective Access collection management database*

discoverdesign.org – A highly interactive online teen architecture curriculum tool that engages and educates students about the design process. *Technology: Drupal 6 with major customizations*

Loop Digital Stories (domain TBD) – Online video collection launching in September featuring the stories of 10 loop buildings (40 video segments). *Technology: TBD, project in development*

aaonetwork.org – Institutional website of the Association of Architecture Organizations, an organization of which CAF is a founding member and administrative supporter. *Technology: Drupal 7*



4. Audiences

4.1 Current Overall CAF Audience Profile

Our market research efforts have defined CAF's broadest audience as fitting into three top-level market segments. These are not web-specific.

- Cultural Consumers (57%)
- Architecture Buffs (18%)
- Thresholders (23%)

(See appendix for more details on the demographics and psychographics of these audience segments, and where growth is anticipated.)

4.2 Current CAF Web Audience Profile

The specific groups of stakeholders who have historically been served by our website represent not only our broad audience segments, but several niche audiences as well. The motivations of our current web audience can be generally categorized under **Explore/Tour, Learn, Visit, Shop, and Support**, with a heavy skew toward **Explore/Tour**. This is not a complete list of constituencies, but is intended to give an understanding of the range:

- Tour takers
- Shoppers
- Program participants
- Donors (existing and potential)
- Sponsors/Partners (existing and potential)
- Members (existing and potential)
- Volunteers (existing and potential)
- Teachers
- Students
- Families
- Press/media

(See the appendix of this document for a "State of the Website" summary of how architecture.org is currently being used by our audiences.)

4.3 Audience Insights

Through qualitative, observational research conducted with 30 representatives of our market segments during the DMP project, we identified more in-depth patterns of user insights and motivations. These insights were then formed into four major Guiding Principles that will serve as filters for our content and as potential "hooks" for engaging our audiences. Our research showed us that our audiences want the following from our offerings:

- **Humanize Architecture:** Introduce the broader world of architecture in more personal and relevant ways.
- **Orient and Direct Me:** Be the guiding authority for tourists and Chicagoans alike to explore and discover Chicago through new experiences.
- **Refresh My View of Chicago:** Continuously update and refresh people's perspective on Chicago and help them shape their own stories to share.
- **Be a Forum for Civic Issues:** Initiative conversation around Chicago's most relevant civic issues, and draw connections to local, regional and global issues.



5. Project Scope and Deliverables

From a high level, we have been approaching the re-development of the entire architecture.org web experience in four main components:

1. Design & Brand
2. Content Strategy & Organization
3. Content Management Technology
4. E-commerce Technology

These components need not dictate the sequencing of the work or the project development process, but they serve as clear areas where we are seeking outside expertise.

5.1 Special Scope Considerations

For Discovery (applies to all components)

The re-development of our website will be the first significant digital project undertaken after the creation of our Digital Master Plan. The internal discovery, user research and strategic planning legwork conducted during the DMP process allows us to start the website project from a more informed place. The aforementioned guiding principles and the supporting findings will shape much of the user experience planning. CAF will provide the selected partner with all available information gathered during the prior project. Although discovery pertaining specifically to website structure, content organization and functionality will be necessary, we expect that the proposed approach will acknowledge the foundational work already completed.

For E-commerce Technology

The services requested for this RFP are focused primarily on the first three components. Due to budget and time constraints, the replacement of CAF's e-commerce/ticketing system is slated as a separate project, with discovery in 2014 and implementation in late 2015. Tour ticket sales are one of the main drivers of traffic to architecture.org, and we recognize that the two projects will have close cross-over, especially regarding design/UX and platform integration.

We seek a partner who has experience with the reality and challenge of phased, agile web deployments and can advise on the most efficient, strategic way to approach this near-term CMS-centered project with the future e-commerce replacement project in mind. Our goal is to have a short list of e-commerce/ticketing system options available by June 2014 so any dependent CMS and ticketing system requirements can be discussed and considered in tandem.

5.2 Design & Brand

CAF's mission is rooted in the concept of good design. Our ability to use architecture.org to represent this ideal is crucial, and strengthens the proliferation of our brand. The design of the website must deliver on what our users expect from us, which is that we are an ambassador of design through both offerings and practice. It must differentiate us as a leader and showcase the quality of our offerings.

We seek a partner who can deliver the following:

- Demonstrate the ability to articulate the design problem posed by this project and inherently understand the existing value CAF provides and its potential in the market.



- Building upon the DMP and market research findings, conduct discovery work with stakeholders to develop a needs-driven assessment of the ideal architecture.org user experience.
- Offer the latest thinking in digital design standards, especially related to responsive design.
- Produce a thorough, intuitive information architecture structure that lays the groundwork for visual design and front-end/back-end development through detailed userflows, sitemaps, and wireframes.
- Produce a minimum of three (3) stunning visual design concept options for our team to respond to that live up to our mission, delight our users, and adhere to CAF's overall brand standards.
- Produce and document a visual design system that is flexible enough for our staff to evolve and extend as content, template and brand needs change.
- Have an established, documentable, well-proven design process that is progressive and easy for our internal stakeholders to participate in.

5.3 Content Strategy & Organization

The DMP project revealed that CAF has a unique opportunity to engage our audiences by expanding the common definition and experience of architecture. The guiding principles serve as filters for how our content can be positioned to support this opportunity, and our team will be engaging internally in content strategy work leading up to and during this project. We anticipate that the selected partner will leverage this work and consult on the structure and role of digital content for the new website. The current architecture.org website makes little use of content for learning and engagement, so this effort will be a major shift for CAF.

We seek a partner to deliver the following:

- Collaborate with the project team and other content influencers at CAF to translate in-progress content strategy work around content types, priorities, sources and goals into a tangible website content structure and plan.
- Work with CAF team to identify highest-value digital content for primary target audiences.
- Advise on strategies that employ relevant digital content to effectively drive participation in physical CAF offerings.
- Develop recommendations that incorporate solid content marketing and SEO optimization practices.
- Assist in an inventory and audit of existing digital content (majority of the effort to be led and executed by CAF team).
- Develop a user experience that allows users to explore CAF content and offerings in intuitive ways.
- Advise on a sustainable publishing process for the new website content structure.
- Work with project team to develop a content migration plan for existing content. (Any actual migration work proposed should be itemized in the budget so CAF can determine if it is more cost-effective to execute with internal resources.)

5.4 Content Management Technology

We seek a progressive, flexible content management solution that will power our new website, and also begin to serve as a central platform for future digital project development. While we do not anticipate that all future properties will necessarily exist on one platform, our limited resources would benefit from a strategic consolidation of technology. We are wary of solution bias, but our preliminary research favors an open source solution so as to take advantage of a larger community of contributors and support.

This CMS must offer the following general administrative features:



- Dynamically-driven content management. Ability to distribute common content across views or templates for efficient publishing.
- Easy content expiration/archiving capabilities
- Responsive design support
- Moderately robust workflow and user permissions options
- Full, transparent access to CSS and template design
- Search-friendly code and site architecture (page URLs, image optimization, etc.)
- Library of or community-contributed modules that can be added and easily configured
- Significant documentation for both developers and non-technical users
- Open API for integration with other systems.

Examples of other features/functionality requirements we anticipate (final list will be developed during requirements gathering):

- Geo-located and geo-displayed content
- Participation tools (commenting, liking, social sharing)
- Blogging tools
- User-friendly event/tour calendar that can pull in data feeds from other systems
- Single Sign On capability
- Content tagging/taxonomy
- “Suggested” content
- Robust internal site search

Our selected partner for this project will be the primary front- and back-end developer of the new architecture.org website. Once the platform has been selected, CAF will also hire an in-house, back-end developer to join the core team and assist with this project. It is expected that the selected partner will work closely with the in-house developer during the project to ensure they have intimate knowledge and access to the site code at the conclusion of the project. This internal resource will serve as the primary developer for the website for all extensions beyond the MVP launch.

We seek a partner to deliver the following:

- Work with the CAF team to develop a comprehensive set of functional requirements based on existing and additional user research and internal discovery.
- Advise on and select an appropriate content management technology solution and hosting solution.
- Install and configure selected CMS solution on a CAF-appointed server.
- Develop front-end and back-end code within the selected solution that successfully executes on the approved visual design and information architecture created as part of the project.
- Set up development, staging and production environments and connect to a CAF-managed GIT repository for version control and access.
- Practice agile development methodologies as appropriate to ensure features and functionalities are vetted throughout the project.
- Incorporate user feedback and review into the development process.
- Research, analyze and develop current and potential points of integration between architecture.org and CAF's other services and web properties
- Execute quality assurance testing and user testing prior to launch of the MVP, including cross-browser testing.



6. Project Budget, Timeline, Expectations

6.1 Projected Budget:

\$200,000

6.2 General deliverables and support services required of the partner during the project:

- In-person kickoff meeting with core project team
- Project timeline and detailed project plan
- One main liaison/project manager assigned to the project for the duration
 - Sufficient advanced notice if project manager changes
- Weekly project progress check-ins with CAF project manager
- Weekly, itemized updates on budget status
- In-person presentations of site architecture, design concepts and other key deliverables
- Use of web-accessible feedback and bug tracking system for managing requests during development and testing
- Use of centralized web-accessible project management tool for team collaboration and communication (CAF can provide if necessary)
- Documentation and training around core administrative functions and content management.

Other expectations of the partner to be outlined in final contract scope of work.

6.3 Expectations the partner can have of CAF during the project:

- One main CAF liaison/project manager assigned to the project for the duration
- An in-house, back-end developer who will be hired upon the selection of a CMS solution and will serve as a *secondary* development resource on the project. Level and nature of contribution of this resource will be negotiated as part of the contract with the selected partner.
- Communication with CAF's IT department regarding infrastructure inquiries as appropriate
- Coordination of any required meetings or interviews with internal and external stakeholders
- Coordinated communication with other CAF system/website vendors as appropriate, including but not limited to:
 - Blackbaud: Raiser's Edge (constituent management system) and Patron's Edge (ticketing system)
 - Beyond Nines: Current architecture.org hosting partner and BBNC specialist
 - Night Kitchen: Development and design partner for openhousechicago.org
 - Shopify: Online shop
 - Rackspace: Current partner for managed hosting services of openhousechicago.org and discoverdesign.org
 - Palantir: Current design and development partner for discoverdesign.org
- Administrative and financial management of a mutually selected hosting environment
- Short list of potential ticketing system solutions by June 2014
- Full read-only access to CAF's Google Analytics reporting (dating back to 2009)
- Curated access to market research and survey data
- Prompt response to inquiries
- Enthusiasm for the project!



6.4 RFP Process Schedule

Release RFP	March 28, 2014
Inquiries on RFP due	April 4, 2014
CAF responds to inquiries	April 9, 2014
RFP responses due	April 14, 2014
Finalists notified, presentations scheduled	April 17, 2014
Finalist in-person presentations	April 22-25, 2014
CAF to notify final selected partner	April 30, 2014

(See appendix for full proposed project schedule.)

7. Submission Requirements

Proposals are due to CAF by 5pm (CST) on April 14, 2014. Proposals must be submitted via e-mail to Jill Farley, Manager of Digital Initiatives, at jfarley@architecture.org. CAF will not accept hard copies.

Proposals should include the following sections:

1. Organizational Overview
 - a. Provide a summary of the firm's background and its competencies.
 - b. Provide a guide to firm's approach to projects of this nature.
 - c. Provide resumes or CVs for project team.
 - d. Provide contractor information of outside contractors if firm anticipates needing to hire.
2. Project Understanding/Scope
 - a. Provide a summary of your understanding of our project need, examples of potential approaches.
 - b. Provide a detailed scope of services.
 - c. Provide a detailed timeline with milestones, incorporating the anticipated schedule included in this RFP.
 - d. Provide a proposed detailed budget and fee schedule. (Itemize budget for specific services such as: discovery/planning, research, content strategy, information architecture, visual design, development, CMS implementation, content migration, dev ops, QA testing, documentation, training)
3. Portfolio
 - a. Provide four (4) examples of similar work (work range should include similar project need, organization type, audience type, etc.).
 - b. Provide three (3) professional references.

From March 28 to April 4, questions may be submitted in writing to jfarley@architecture.org. All inquiries will be answered on April 9, 2014. Correspondence will be kept confidential.

By April 17, a group of finalists will be selected to present their proposal in-person to a committee at our offices. Dates/times will be arranged based on a mutually agreeable schedule between April 22-25, 2014.



8. Selection Criteria

CAF will notify firm to be hired by April 30, 2014. CAF will make its decision based on proposal contents, portfolio and reference interviews. CAF will be evaluating candidates using the following criteria:

- Firm qualifications and prior experience
- Portfolio of similar past work
- Understanding of the unique project need as demonstrated through summary and suggested approaches
- Budget and fees
- Schedule and firm's ability to complete project on time (December 2014)
- Quality of in-person presentation of proposal and project approach
- Emphasis on any percentage of the project budget allocated as donated services

9. Contact Information

Jill Farley
Manager of Digital Initiatives
jfarley@architecture.org
312-561-2166

Chicago Architecture Foundation
224 South Michigan Avenue
Chicago, IL 60604

architecture.org

State of the Website

2013 visitation statistics for architecture.org

- Traffic
 - 756,000 unique visitors
 - 1,055,000 visits
 - 3,709,000 pageviews
- Behavior and characteristics
 - 69.2% of visits are on desktops; 11.3% on tablets; 19.4% on smartphones
 - 86.9% of visits are from the USA. Top states are IL, CA, NY, MI, IN
 - 13.1% are international, including 5.5% from Canada and 0.9% from the UK
 - 3.6 average pages per visit
 - 2:42 minutes average duration
 - 48% average bounce rate
 - 68% new; 32% returning
- Context
 - In the three-month period ending in November 2013, architecture.org was the 370,128th most-visited website in the world.
 - By comparison, Shedd Aquarium was 269,751 and the National Building Museum was 515,018.

Web survey summary

In the fall and winter of 2013, CAF conducted an online survey of visitors to architecture.org. Selected findings are listed below:

<u>Residency</u>	<u>Web</u>	<u>Typical</u>	<u>Difference</u>
City of Chicago	28.4%	19.1%	+9.3
Chicago suburbs	24.2%	14.7%	+9.5
United States (outside of Chicago area)	32.1%	47.9%	-15.8
Another country	15.3%	18.2%	-2.9

Note that the survey has a bias toward locals (vs. tourists) due to the time of year in which it was administered. In addition, the organization's web audience leans more local at all times of the year (compared to in-person audiences).

<u>Why did you visit architecture.org?</u>	<u>% yes</u>	<u>rating (out of 5)</u>
Look for upcoming events or programs	32.2%	3.8
Look up general information such as hours or directions	20.0%	3.5
Shop for merchandise online	19.6%	3.7
Look for information on architecture or design	14.8%	4
Purchase tickets for a tour	11.1%	2.5
View job postings or volunteer opportunities	9.3%	4
Look for information on an exhibition	8.9%	3.7
I'm an educator / teacher looking for information	3.7%	N/A
Look for membership information	3.3%	N/A
Other (please specify)	7.0%	N/A

<u>In the future, what would you like to see on the CAF website?</u>	<u>% yes</u>
Current and historic photos of Chicago buildings and neighborhoods	68%
Behind-the-scenes information and stories about Chicago buildings	66%
Details about famous architects and their work	51%
Information on Chicago's role as a hub for current architectural innovation	45%
Information on Chicago's role as the birthplace of the skyscraper	40%
General information about architecture and architecture-related terms	38%
Stories of the patrons, politicians and architects who made Chicago what it is today	30%

Referrals, search and reasons for visiting architecture.org

- In 2012 and 2013, approximately 58% of all pageviews were on tours pages. 29% of pageviews occurred on tickets.architecture.org.
- Top 25 keywords for 2012-2013 (Note: 15 of 25 are about tours)
 1. chicago architecture foundation
 2. chicago architecture tour
 3. chicago architectural boat tour
 4. architecture tour chicago
 5. architecture.org
 6. caf
 7. chicago architecture
 8. chicago architectural tour
 9. architecture boat tour chicago
 10. chicago architecture foundation boat tour
 11. architectural boat tour chicago

12. architecture
13. chicago architectural foundation
14. chicago architecture tours
15. chicago architecture foundation river cruise
16. architectural tour chicago
17. architecture foundation chicago
18. chicago architectural boat tours
19. chicago architectural tours
20. caf chicago
21. architectural tours chicago
22. chicago boat tours
23. architectural foundation chicago
24. chicago tours
25. things to do in chicago

- Top landing pages for 2012-2013

	<u>Visits</u>
1. architecture.org	257,382
2. architecture.org/tours/boat-tours	204,226
3. architecture.org/tours	176,910
4. architecture.org/mobile	34,786
5. webshop.architecture.org/shop/	26,679
6. architecture.org/Page.aspx	21,653
7. architecture.org/giftguide	18,771
8. architecture.org/shop	16,271
9. architecture.org/rivercruise	12,390
10. tickets.architecture.org/public/default.asp	8,268
11. tickets.architecture.org/public/daily_events_list.asp	6,174
12. architecture.org/tours/walking-tours	6,003
13. architecture.org/jobs	5,113
14. architecture.org/shop/gifts	5,058
15. tickets.architecture.org/public/show.asp	3,994

- Top referring websites for 2012-2013

1. Google (including Google Ads)	6. TripAdvisor
2. Bing	7. ChooseChicago.com
3. Yahoo	8. Yelp
4. Facebook	9. Twitter
5. OpenHouseChicago.org	10. Travel.USNews.com

Key Digital Presence Painpoints

- **User Experience Painpoint:** Structurally and visually, CAF has a fragmented, disconnected public digital presence (13 disparate web properties)

RESULTING ISSUES:

- Decreased findability of our content with search engines and within the site
- Inability to cross-promote offerings easily
- Scattered brand identity
- Inconsistent e-commerce experience
- Content is org department-centric vs. user-centric
- Harder to drive traffic to disparate web properties
- Difficult to maintain expertise in this many systems

- **Governance & Strategy Painpoint:** Ad hoc approach to new digital projects and technologies

RESULTING ISSUES:

- Slow organizational reaction time to new technologies
- Reinventing the wheel with partners, project plans, RFPs and tools across departments. Very few economies of scale.
- Digital expertise often missing during planning process
- Inconsistent funding model
- Simultaneous, non-prioritized projects compete for resources
- Planning is “launch-focused” instead of long-term

- **Staff & Resources Painpoint:** Decentralized structure of web content management and other digital responsibilities is becoming unsustainable.

RESULTING ISSUES:

- Time strain on departments
- Little design and voice consistency within main website or across digital properties
- Varying degrees of interest and knowledge
- High time/cost of onboarding new webpoints
- Digital roles in different departments operate under different goals

- **Content Strategy Painpoint:** No strategy for creating, disseminating, reusing digital content

RESULTING ISSUES:

- Current institutional website has very little searchable, relevant content, driving users to go elsewhere for online information about architecture
- Content produced for siloed digital projects is not repurposed
- Social media efforts often “die in the ‘verse” and have limited tie back to CAF web properties

- **Metrics & Evaluation Painpoint:** Inability to holistically and accurately measure if we are successful online

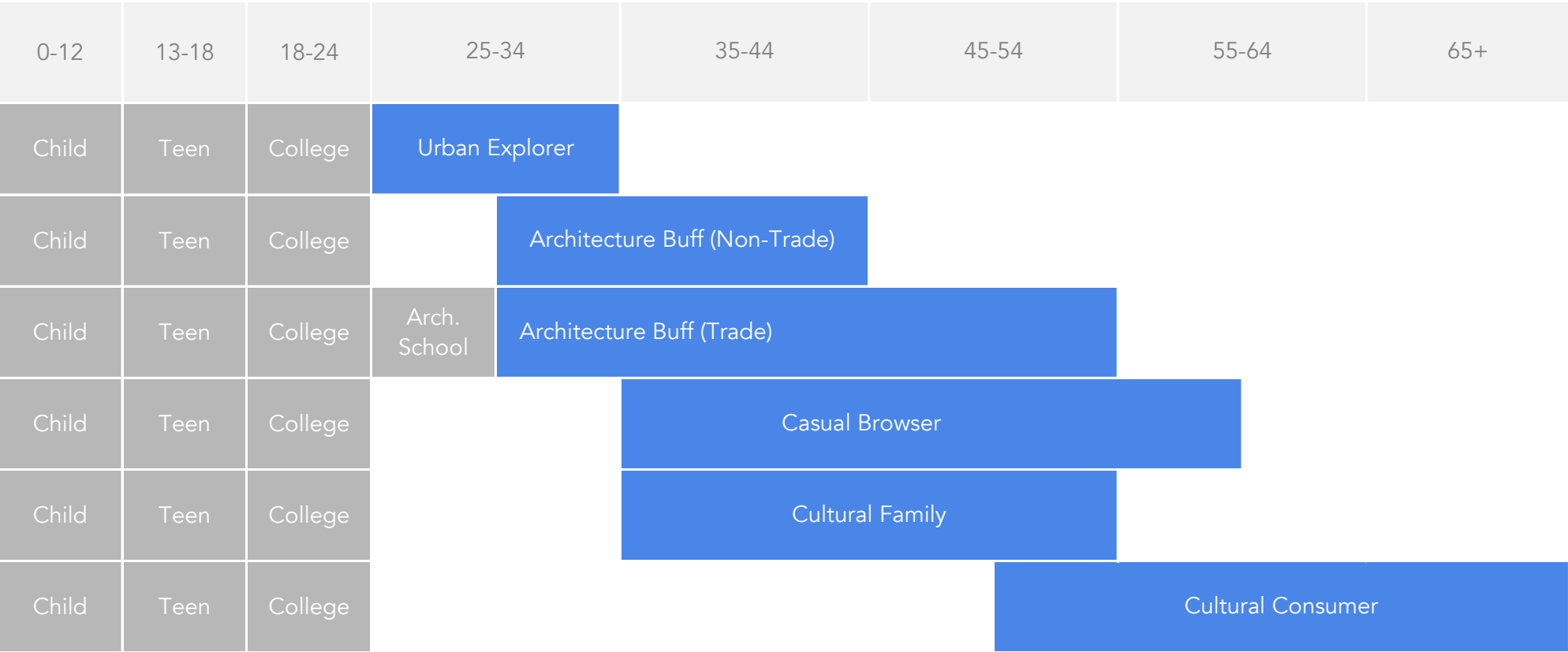
RESULTING ISSUES:

- Missed revenue opportunities
- Customer service challenges
- Difficult to read audience growth
- Difficult to understand impacts of (potentially costly) marketing channels such as email, social, PPC ads, traditional media on online audience

CAF Audience Segments by Penetration and Demographic Profile, January 2014

		Cultural Consumers (57%)		Architecture Buffs (18%)		Thresholders (23%)	
		Adults	Families	Non-Trade	Trade	Casual Browsers	Urban Explorers
Size	Percentage of Audience	56%	1%	12%	6%	17%	6%
	Annual Number	195,000	4,000	42,000	20,000	59,000	22,000
Profile	Residency	30% local	70% local	40% local	70% local	35% local	80% local
	Average Age	55	40	35	40	45	30
	Gender (Women / Men)	65 / 35	50 / 50	45 / 55	30 / 70	60 / 40	50 / 50
	Average household income	\$100K+	\$80K	\$60K	\$50K	\$80K	\$30K
	Interested in architecture	yes	somewhat	yes	yes	no	somewhat
	Frequent cultural participants	yes	somewhat	yes	yes	no	no
	Content themes or types	historic, iconic, hidden	hands-on, fun	all	all but history	fun, quick	hidden, hands-on
	Media habits	traditional	mixed	digital	digital	mixed	digital
	% of members in segment	60%	5%	20%	10%	1%	4%

CAF Audience Segments by Age, January 2014



CULTURAL CONSUMERS (57%)

(Adults)—Cultural consumers are 50+ and do not have children living at home. 70% of this audience is married and as empty nesters they use cultural experiences to re-engage with each other and enrich their lives. This CAF audience has high household income and high disposable income. They attend cultural experiences an average of once per month and enjoy CAF, museums, live music, dance and other cultural experiences. CAF is not the only cultural institution that they patronize. They are somewhat interested in architecture and enjoy understanding how architecture has influenced the history of a city. In particular, they love ornate historic buildings.

(Families)—As cultural consumers with children, this audience seeks fun and enriching experiences for their children. An outing that appeals to both parent and child is even more desirable (Field Museum, MSI). This group is up-to-date on recent educational pedagogies and believes that hands-on learning and project-based learning are important. Living in the city with children is expensive, so they are value seekers—free is the best but they are willing to pay for high-value experiences.

DEMOGRAPHICS OVERVIEW (ADULTS)

Compose 56% of CAF audience

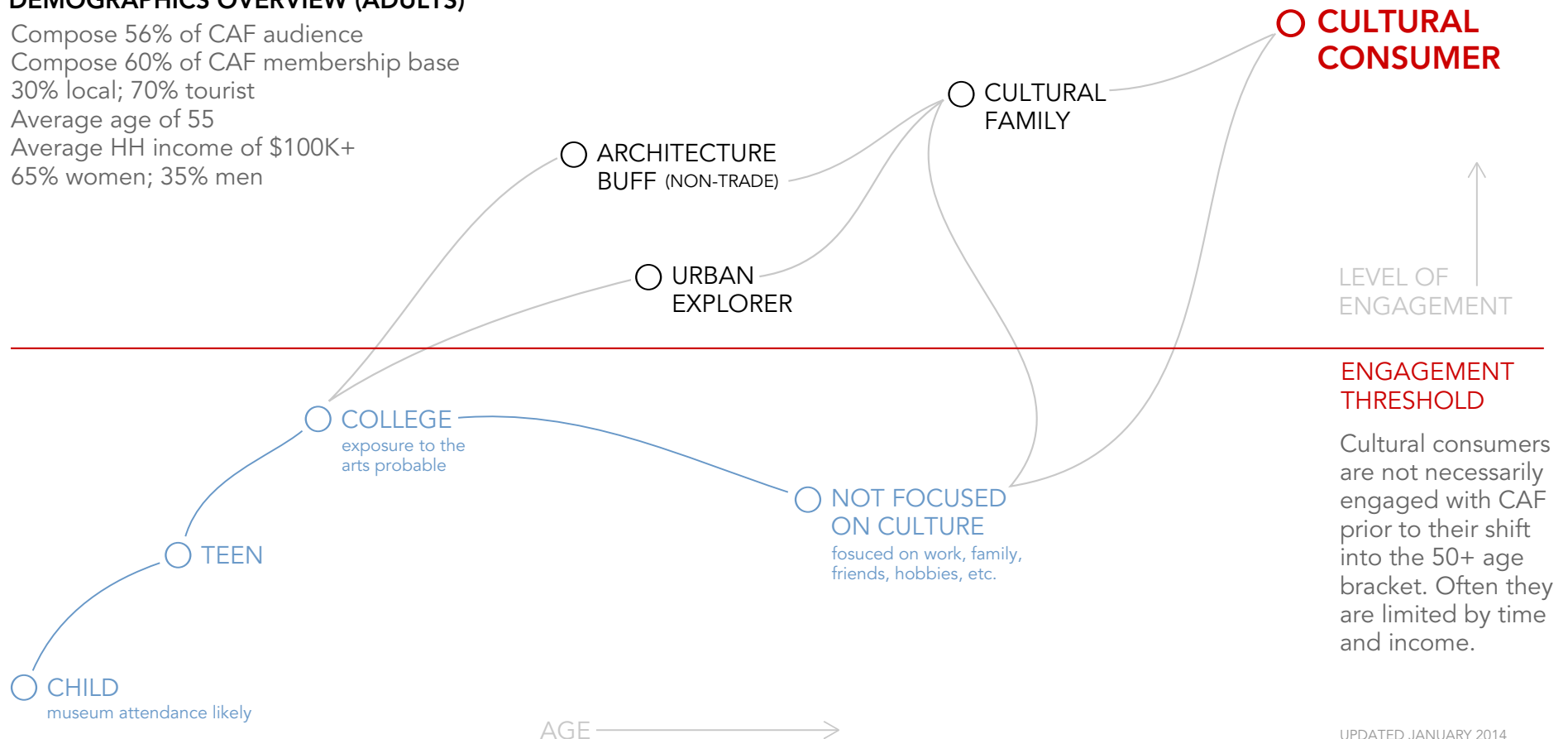
Compose 60% of CAF membership base

30% local; 70% tourist

Average age of 55

Average HH income of \$100K+

65% women; 35% men



ARCHITECTURE BUFFS (18%)

(Non-Trade)— This audience segment is fairly young with an average age of 35. They love all things architecture. This audience is interested in the historic and the modern, in urban planning and in new trends. They want to understand how their cities and lives are shaped by architecture. Many are amateur photographers and enjoy photographing buildings. This audience is very culturally active attending at least one event per month. Architecture buffs will participate in a wide variety of CAF offerings. They use digital media over traditional.

(Trade)— This audience segment is similar to the non-trade segment but they are not interested in historic architecture (many already feel informed about this topic). Their professions are related to architecture and design, so they seek programs to help them better understand the issues that contemporary architects are addressing—they are interested in innovation. They tend to view CAF offerings as one-off experiences. This audience has strong digital media habits.

DEMOGRAPHICS OVERVIEW

Compose 18% of CAF audience

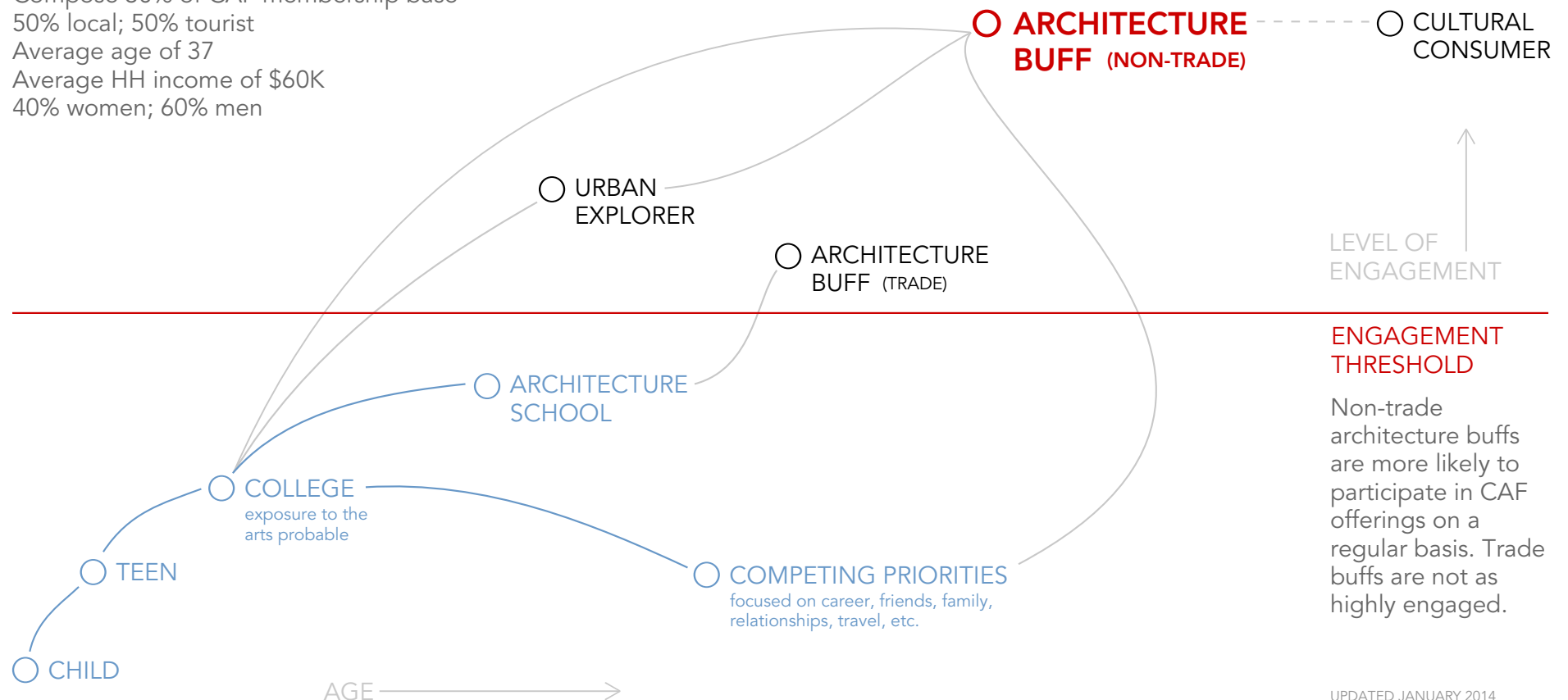
Compose 30% of CAF membership base

50% local; 50% tourist

Average age of 37

Average HH income of \$60K

40% women; 60% men



THRESHOLDERS (23%)

(Urban Explorers)—This is CAF's youngest adult audience segment. They are in their 20s and 30s and are shifting out of post-college behavior. They don't partake in cultural activities often. With limited disposable income, they have to prioritize where and when they spend their money and it needs to be at a price point that their friends can afford as well. They are drawn to unique experiences and getting "behind-the-scenes" which is why OHC is so appealing—it is free, only once per year and it gives them unprecedented access.

(Casual Browsers)—This mostly-suburban segment is not culturally active. They will partake in cultural activities when they travel or when hosting out-of-town guests. Cultural experiences are a small part of their agenda so they are not going to spend all day on them—they want to save time for shopping, dining or a Cubs game. The group is fairly affluent and will pay for an experience that is quick and exciting.

DEMOGRAPHICS OVERVIEW

Urban Explorers:

6% of CAF audience; 4% of membership

80% local; avg age of 30;

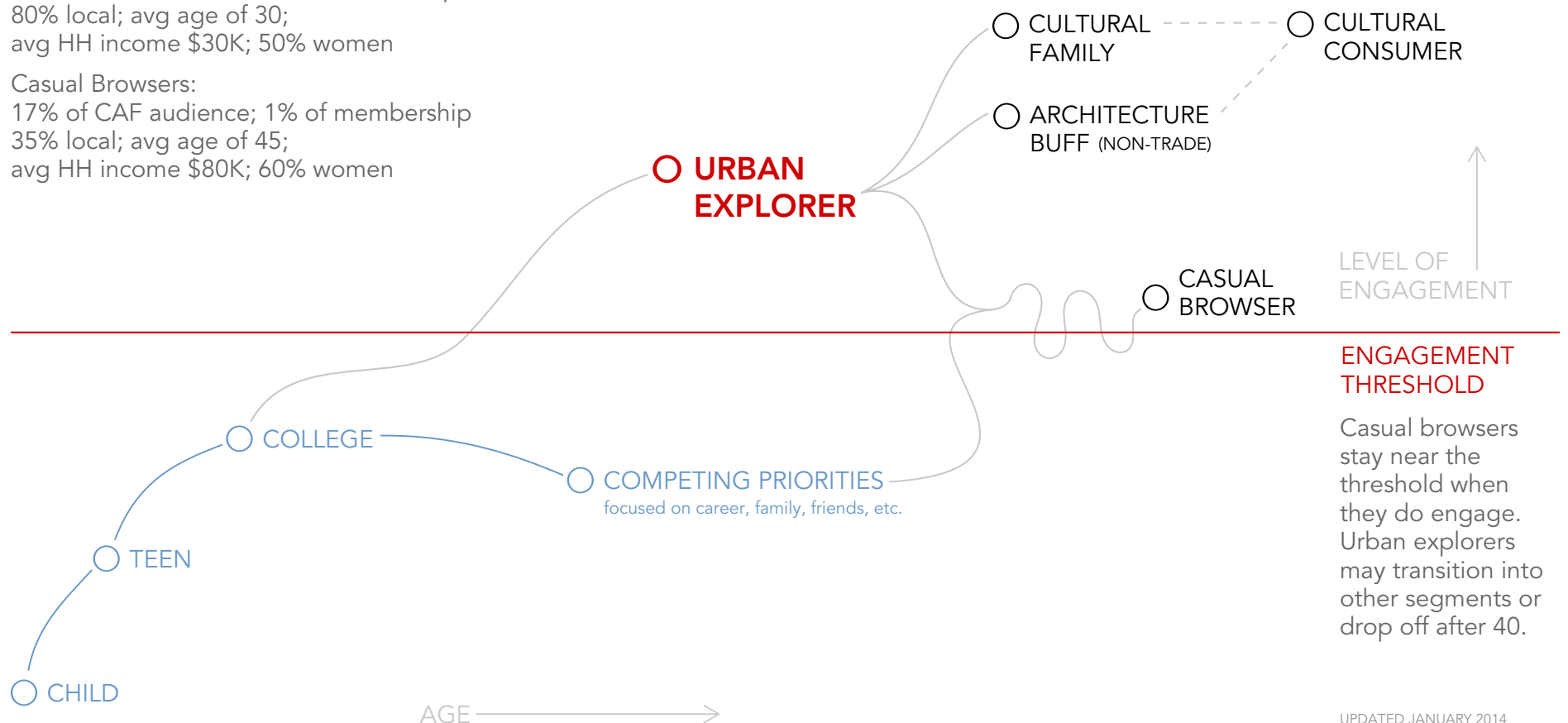
avg HH income \$30K; 50% women

Casual Browsers:

17% of CAF audience; 1% of membership

35% local; avg age of 45;

avg HH income \$80K; 60% women

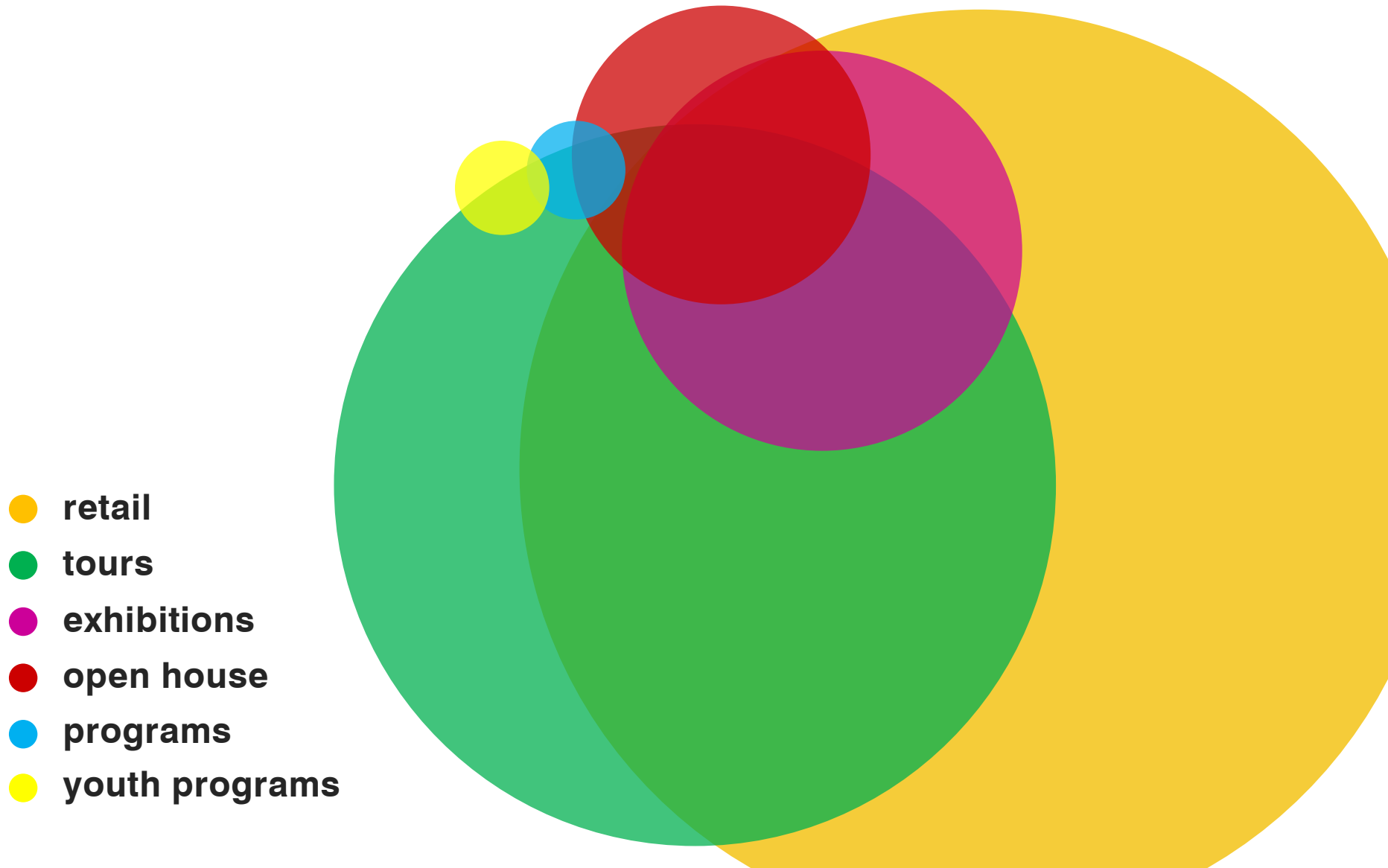




**audience
distribution**

current audiences

CAF



future model

CAF

- retail
- tours
- exhibitions
- open house
- programs
- youth programs



future model

CAF

These activities drive
earned revenue.

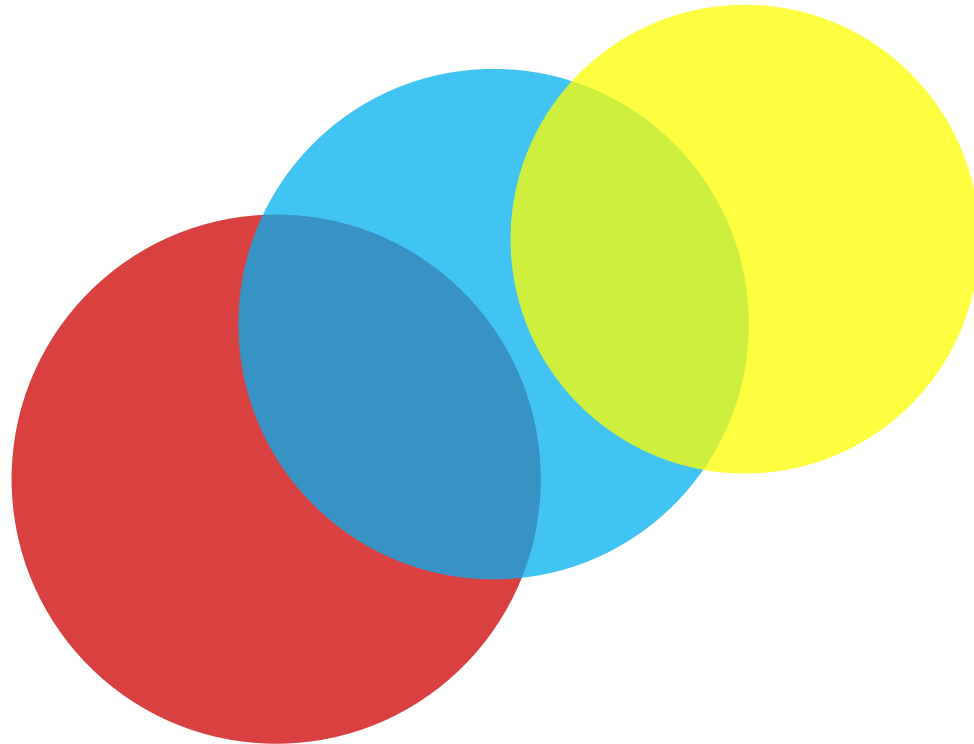
- retail
- tours
- exhibitions



future model

CAF

These activities
will drive future
philanthropy.



- **open house**
- **programs**
- **youth programs**

To grow these audiences,
CAF needs to realign its
programmatic offerings and
offer online engagement
options.