

Annual Planning



WORKBOOK FOR ART GALLERIES





Introduction

Why do you need an annual plan?

An annual gallery plan will help give you focus and forward momentum to realize your vision of what you want the gallery to be for you, your artists, collectors and your community.

Creating an annual plan allows you to organize the year, so you can manage your time better and ensure that your days, weeks and months are laser focused on your big picture goals. For a gallery, whose focus is often changing with every exhibition, a tool such as this is so valuable to your mindset.

Annual planning time can also be a catalyst for cultivating team environment. When leadership includes all staff, artists and vendors in the planning process, they have a greater sense of contribution and pride in their work. When you can get everyone moving in the same direction to make the vision for the business become real. That is a beautiful thing.

Let's do this!

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YEAR END
REVIEW

Year-End Review

Conducting a comprehensive year-end review is such a vital part of the annual planning process and your art gallery's success in the new year. So, let's begin here.

The goal of your review process should be to:

- Recognize and celebrate gallery successes
- Identify what worked well and what did not
- Understand what you can do differently next year

Use the sections below to compare your progress and as a planning tool for upcoming years.

The review doesn't need to be formal. It's an opportunity to reflect and do a brain dump for what you might like to change moving forward. Your review insights will be helpful when you begin to create a more formal plan for the new year.

Year in Review

GALLERY MANAGEMENT

List the goals you had for gallery operations and management. This section is to review goals such as new hires, changes to the gallery space, implement a new management software, etc. Check which goals were accomplished and note what changes you might make next year if any.

Annual Goals	Mission Accomplished	Changes for Next Year
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	

Year in Review

MANAGEMENT ANALYSIS

What was the gallery's greatest accomplishment this year and how has it impacted the business?

What was the gallery's biggest disappointment this year and it's impacted the business?

What did you enjoy or get the most energized about this year? How can that carry over into next year?

What was your greatest worry running the business and how can that be lessened or eliminated next year?

What moved the gallery closer to the long-term vision for the business? How so?

Year in Review

EXHIBTION REVIEW

List all the exhibitions you presented during the year. Think about how each one was successful and what lessons you might apply to next year's strategy. You may also include other gallery events in this section, such as pop-ups, art walks and art fairs if they apply to your gallery business.

Exhibition	Successes	Lessons Learned

Year in Review

MARKETING REVIEW

This section consists of a marketing goal review and Q & A for website, SEO, social media and email marketing analysis. The questions are designed to get you thinking about how effective your marketing was overall, how your strategy is trending compared to last year and help you recognize areas of focus for next year.

Marketing Goals	Mission Accomplished	Changes for Next Year
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	

Year in Review

WEBSITE ANALYSIS

What changes did you make to your website this year?

What is the percent of new visitors to your gallery's website? Compared to last year?

Which sites are sending the most traffic back to your gallery site? Do they align with your goals?

How does mobile traffic compare to desktop on your site this year?

Where do site visitors click the most on your homepage?

Year in Review

SEO ANALYSIS

Which search engines drive the most traffic?

What are the highest converting keywords?

Compared to last year, which keywords improved, and which dropped for your gallery rankings?

What pages are ranking for your gallery name in a Google search? Do you own the majority of these sites?

Are there site crawl issues such as unavailable pages (404, 500 error codes)?

Year in Review

SOCIAL MEDIA ANALYSIS

How effective has social media been to drive referral traffic to your site? Compared to last year?

Which social media channels have the highest engagement? What is the difference in your posts on that channel?

How has post reach changed this year on each social channel? Compared to last year?

Which post types get the most comments and shares?

Has direct contact from social followers to the gallery increased or decreased?
What is the greatest contributing factor for this change?

Year in Review

EMAIL MARKETING ANALYSIS

What is your email list growth rate?

What is the average open rate of your gallery email campaigns? Compared to last year?

What is the percentage of unsubscribes this year? Compared to last year?

How have newsletter call-to-actions performed this past year?

Year in Review

SALES REVIEW

You can review your sales goals to note what was accomplished during the year and what changes to consider to your strategy next year. The Q & A section should get you thinking about key sales metrics and how effective your sales process is tracked.

SALES GOALS

COMPLETE

CHANGES FOR NEXT YEAR

	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	

Year in Review

SALES ANALYSIS

How accurate are sales forecasts? What changes could be made next year?

What is the sales lead to close ratio? Compared to last year?

What event or initiative had the greatest impact on sales this year? What lessons can be learned for next year?

What percentage of sales were from new clients vs. repeat buyers?

How effectively were sales tools used in the sales cycle? What improvements could be made next year?



year

Annual Gallery Plan

Once you have reviewed your results and the business's current reality in your year-end review, the next step is to brainstorm with those who help shape the business (staff and artists, suppliers, clients, and partners) on what you want to accomplish in the coming year.

In the pages below, revisit your business foundation: vision, mission and value proposition. Then start creating annual goals for key areas of running the business. This is where you can really look at the big picture for where the gallery is going.

Five factors for a successful gallery annual plan

1. Assess the current state of the gallery.
2. Create and prioritize annual goals for the year in five categories. [Sales, Marketing, Exhibitions (live and virtual), Financial and Operations]
3. Break your big picture annual goals into quarterly goals and monthly actions.
4. Empower gallery staff to take ownership of essential tasks.
5. Document any new or existing processes, so your business runs more efficiently

Give yourself time to think deeply about your goals and what is needed to accomplish them. It may be helpful to find a location to think without distraction from the day-to-day of the gallery or kids or any other unrelated influences that can pull your attention away.

Business Foundation

OBJECTIVES AND STRATEGIES

VISION FOR THE GALLERY

Summarize the vision you have to the gallery business. Describe what running the gallery looks like in 3-5 years.

MISSION AND VALUES

Describe the mission of the gallery and its program. What are the gallery's internal values? For example - innovation, quality service, honesty, transparency, etc.]

VALUE PROPOSITION

What is the external value proposition you want clients to understand about the gallery? What promise do you make to them that helps the gallery distinguish itself from the competition?



Annual Marketing Goals

As you think about what you would like to achieve in the coming year from your marketing efforts, also consider how your marketing goals align with the long-term vision for the gallery. Connecting marketing goals to business goals can be enormously insightful and help ensure your priorities are in the right place.

Try setting goals by marketing category, for example:

- Email list growth, average open and click thru rates, etc.
- Social media follower growth, engagement rates,
- New lead generation initiatives to develop to attract new art buyers
- Improve your referral and testimonial strategy

You might decide to add or remove categories in your marketing mix as well.- For example, you might close your Twitter account or start running ads in a regional publication.

What marketing projects are a priority for the coming year? Identify your Big 3 for the year. These are your most important goals and will make the greatest impact.

Lastly, consider how you will measure progress of each marketing goal. Determine which metrics are most important to track, how often progress will be measured for each project and who is responsible for maintaining a record of results. You can use your Year-End Review above as a baseline for tracking where appropriate.

Annual Gallery Plan

MARKETING GOALS

Goals



Your Big 3 for the Year



Notes





Financial Goals

This is often one of the most important, but least inspiring elements of the annual plan.

Analyze last year or several years past to identify trends.

- What channels did revenue come in from? Was it from in the gallery, an online marketplace, social media, or maybe your website's e-commerce?
- When were high and low seasons? Will your season change next year because you added or removed a fair. Are there other factors about your market that could affect sales during the year?
- Where did you invest money last year and do you want to continue this year? What areas of the business do you need to spend more or less on in the coming year?

All these things should be part of your year-end review. Next set some financial goals for your gallery.

What will be your annual revenue goals? It's your best guess, using the best information you have at hand - your marketing plan, exhibition schedule and your financial history.

It's important that you have a clear understanding of the difference between profit and cash. If you don't already, you should create a goal of having enough cash to cover at least 3-4 months of expenses. The most important thing about planning your finances is your cash flow forecast, coupled with your profit and lose. This provides a future glimpse into the health of your gallery business.

Of course, a good accountant can be a valuable tool here.

Annual Gallery Plan

FINANCIAL GOALS

Goals



Your Big 3 for the Year



Notes





Sales Goals

Let's look at a few things to keep in mind as you establish your sales goals for the coming year.

- Your gallery's sales goal should start with an annual revenue goal, but then break it down so you have some benchmarks and milestones to track your progress; quarterly or monthly.
- Establish goals for individual sale consultants quarterly or monthly. Everyone has different abilities and experience. Goals need to be tailored to the sales associate.
- How can you better empower art consultants? Completing training or using a new tool, for example, could make an excellent sales goal as well. You might enhance your incentive program this year as a new goal.
- Consider all the different sales channels your gallery uses and think about what changes you want to make as part of your plan. What channel needs to be developed further or eliminated? What new opportunities need to be explored?

With all the areas of your business you will be setting goals for in this plan, I recommend you create your sales goals to be structured with the SMART goals methodology. Make sure they are Specific, Measurable, Actionable, Realistic and Time-Bound.

Sales may not be why you got into the gallery business, but you can't deny they keep the gallery, and your artists in business.

Annual Gallery Plan

GALLERY SALES GOALS

Goals



Your Big 3 for the Year



Notes



Annual Gallery Plan

ASSOCIATE SALES GOALS

ASSOCIATE NAME: _____

ANNUAL REVENUE GOAL: _____

	JAN	FEB	MAR	APR	MAY	JUN
SALES GOAL						
ACTUAL SALES						
% DIFFERENCE						

	JUL	AUG	SEP	OCT	NOV	DEC
SALES GOAL						
ACTUAL SALES						
% DIFFERENCE						

Notes



Annual Gallery Plan

ASSOCIATE SALES GOALS

ASSOCIATE NAME: _____

ANNUAL REVENUE GOAL: _____

	JAN	FEB	MAR	APR	MAY	JUN
SALES GOAL						
ACTUAL SALES						
% DIFFERENCE						

	JUL	AUG	SEP	OCT	NOV	DEC
SALES GOAL						
ACTUAL SALES						
% DIFFERENCE						

Notes



Annual Gallery Plan

ASSOCIATE SALES GOALS

ASSOCIATE NAME: _____

ANNUAL REVENUE GOAL: _____

	JAN	FEB	MAR	APR	MAY	JUN
SALES GOAL						
ACTUAL SALES						
% DIFFERENCE						

	JUL	AUG	SEP	OCT	NOV	DEC
SALES GOAL						
ACTUAL SALES						
% DIFFERENCE						

Notes





Event Goals

Art gallery events are often a huge part of the sales and marketing strategy.

Before you finalize your gallery's event calendar for the upcoming year, outline some goals for this area of your business. To set your event goals, consider these points to get your creative thinking going.

- Exhibition schedule – number of shows
- Supporting programs and experiences (artist talks, dinners, etc)
- What should you add or remove from the calendar
- Expansion to new markets via pop-ups, fairs and partnerships
- Virtual events
- Collaborations

Your business model may not include exhibitions or hosting regular gallery events. That's ok. It may not be right for your business.

Why not take a minute during the annual planning process to consider if participating in or hosting a few events throughout the year should be part of your expansion strategy in the future. Do they fit into your vision of the gallery 3-5 years from now. If so, what goals do you want to think about this year towards that vision.

Annual Gallery Plan

EVENT GOALS

Goals



Your Big 3 for the Year



Notes





Operational Goals

In your annual plan, consider how strong your gallery's operational processes are and list any changes you want to include for this planning year to help you realize your vision for the gallery.

Here are some operational elements to contemplate.

- Current staff training and career development
- Hire new staff or outsource specific tasks to increase efficiency
- Review suppliers such as fine-art shippers, financial advisors or your insurance broker
- Adjustments to your gallery's business model
- Optimize internal system such as storage organization, inventory tracking, shipping, reporting to artists, onboarding new staff and artists, etc.
- Software improvements
- Update workflows and operations manual

I want to stress the last bullet. You want to provide documented and structured processes or workflows so the business would not crumble if one person was suddenly not involved in the day-to-day running of the gallery. Maintaining an operations manual also enables gallery leadership to guide the business with a clear vision and destination in mind instead of micromanaging.

An operations manual is also a good place to outline emergency response procedures. Don't wait for an emergency and realize no one knows what to do.

Annual Gallery Plan

OPERATIONAL GOALS

Goals



Your Big 3 for the Year



Notes





Quarterly Goals & Actions

Throughout the year, take time to review and plan your quarters. This makes working towards your annual goals far more manageable.

Here is where you break larger annual goals into specific steps required to accomplish them. Outline what you need to do each quarter and then continue to break down goals into specific actions each month.

It is helpful to define your Big 3 top priority goals each month too. Doing so helps you maintain focus on what you set out to do in the beginning of the year. Remember to make goals SMART: Specific, Measurable, Actionable, Realistic and Time-bound.

Your quarterly planning is a good time to define who is accountable for each action and, what resources are needed to achieve your goal.

First Quarter Planning

GOALS AND MONTHLY TASKS

Goals

Owner



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Second Quarter Planning

GOALS AND MONTHLY TASKS

Goals

Owner



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April Tasks

FOR ACCOMPLISHING YOUR ANNUAL GOALS

WEEK 1	WEEK 2	WEEK 3	WEEK 4

WEEK 5

WEEK 5

BIG 3 FOR APRIL

Notes

Third Quarter Planning

GOALS AND MONTHLY TASKS

Goals

Owner



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Notes



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September Tasks

FOR ACCOMPLISHING YOUR ANNUAL GOALS

WEEK 1	WEEK 2	WEEK 3	WEEK 4

WEEK 5

BIG 3 FOR SEPTEMBER

Notes

Forth Quarter Planning

GOALS AND MONTHLY TASKS

Goals

Owner

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Notes

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CONTENT MARKETING

Content Marketing Planning

Planning your content marketing in advance can help ensure the gallery is crafting strong and comprehensive messages to support your business goals.

Remember some content can be created once and repurposed for multiple formats. For example, a blog post can be linked in your newsletter, key messages of the blog can be used to create multiple social media posts, or you could record audio of you reading the post to create a podcast episode.

Thinking about all the ways you create content and repurpose to feed different marketing channels is a smart way to work more efficiently with your content strategy.

Another efficiency strategy is to batch create similar content messages. For example, if you plan to post about your gallery brand monthly, create 12 social media in one sitting and schedule in advance. You can also batch create collecting tips, newsletter sign-up benefits and gallery services. This strategy saves time and helps you ensure you marketing messages are diverse and support goals.

Content Marketing Planning

WHAT FORMAT WILL YOUR GALLERY DELIVER?

Use the check lists below to plan what delivery format your gallery will incorporate into your content marketing strategy and the frequency you use this format to attract qualified art buyers.

The second checklist is to plan the diversity and frequency of your marketing messages. A good content strategy will include educational, entertaining and promotional or sales messages.

Content Delivery

Frequency

Daily | Weekly | Monthly

<input type="checkbox"/> Email newsletter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> Social media posts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> Blog	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> Video	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> Podcasts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> Live Content	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Content Marketing Planning

WHAT MESSAGE WILL YOUR GALLERY CREATE?

Content Message

Frequency

Daily | Weekly | Monthly | Quarterly

<input type="checkbox"/> Featured Artwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> Featured Artist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> Behind the scenes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> Gallery Brand Stories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> Collecting Advice / Care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> Virtual viewing rooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> Online only exhibitions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> Newsletter promotion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> Gallery Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> Event announcements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/> _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Monthly Content Planning

I recommend you start filling in your monthly content plan with your exhibitions and other significant selling events, such as art fairs or pop-ups.

For exhibitions, put on your calendar when save the dates, invitations, reminders, and closing communications need to be sent to your email list and posted on social media platforms.

Based on the frequency you selected above for certain messages; next you can begin to place those on the calendar. For example, if you selected newsletter promotion quarterly you might put that on the calendar for the second week of the first month in the quarter.

I recommend you hold regular editorial planning meetings with your gallery staff, writers, and anyone else involved in creating content for the gallery. You want to allow enough time for content to be completed and ensure the week, month, and quarter have a nice balance of messaging types.

A content calendar is meant to ebb and flow as messaging opportunities arise.

Consistent and repeated communication is essential for your art gallery's brand. The rule of thumb is 20% self-promotional content and 80% everything else.

January Content

OUTLINE SPECIFIC CONTENT MESSAGES & DELIVERY

WEEK 1	WEEK 2	WEEK 3	WEEK 4

WEEK 5

TOP GOALS

Notes : _____



Working your Annual Plan

Annual gallery planning needs a renewed commitment to business development – a fresh look at your gallery's past, present, and future.

Do not stick this plan in a file to only come out again at the end of the year. Let it guide your business decisions and priorities throughout the year.

Review and plan quarterly. Review accomplishments and what remains pending. A mid-year review is an excellent time to consider possible changes or additions to your plan since the beginning of the year, such as:

- Adjustments for current conditions of the art world or your art gallery's market
- Identify new opportunities for gallery growth
- Plan how you will overcome any obstacles that might be standing in your way.

Success requires consistent action. That's the hard part – Right? You and your staff need to commit to executing your plan every day.

You need to organize your days, weeks, and months effectively for you and your style of working.

Forming new daily habits that support plan execution can help you hold yourself accountable.

Excellent work defining your plan for a successful year!

Thank you

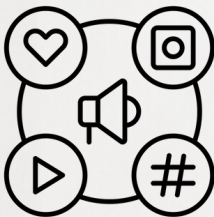


NEED PERSONALIZED HELP?

I know you face new challenges every day that might be unique to your gallery business. If you feel working together one-on-one would benefit you in overcoming some of those challenges, I invite you to explore my Art Gallery Business Advisory Services.

Programs

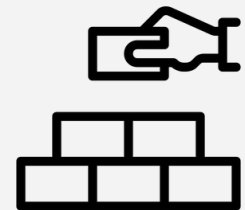
MARKETING PLAN AND INFRASTRUCTURE



SALES PROCESS DEVELOPMENT



GALLERY BUSINESS FOUNDATIONS



Sessions are tailored to your needs and goals.

Go to GalleryFuel.com to learn more about the advisory services programs and schedule a free call to see if we are a good fit.

FUEL FOR RUNNING AN ART GALLERY BUSINESS



www.galleryfuel.com

THANK
YOU