



Communication Audit, Research and Analysis
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Communication Audit

Communication Audit

Overview:

1. **Name of nonprofit:** Junior Players



juniorplayers

2. **Logo:**
3. **Tagline:** ‘Transforming Kids’ Lives Through the Arts’
4. **Headquarters address:** 12225 Greenville Avenue, Suite 1020. Dallas, Texas 75243
5. **Year founded:** Junior Players was founded in 1955
6. **Board of Directors:** - https://www.juniorplayers.org/about_us/staff_board.html
7. **Statement of purpose:** – “Empowering Young Voices”
8. **Boilerplate/Statement of purpose & type of organization:** “Junior Players is a 501 (c)3 arts organization and is the oldest non-profit children's theater organization in Dallas. Since its founding in 1955, Junior Players has provided quality fine arts education programs to children across North Texas.”

SWOT Analysis:

- **Strengths:** First of their kind in this area. They have been established for many years.
- **Weakness:** This is a very niche and competitive industry. Dallas is full of arts-based programming, and while this organization offers free arts education, artists could be drawn to paid programming because they feel it would be more beneficial.
- **Opportunities:** They are at an advantage because they can travel to different schools and areas to provide their service, whereas other arts-based programs are stationary.
- **Threats:** Other arts programs in North Texas/DFW are big competitors due to people believing that free services aren't as high-quality as private, paid services.

Audiences:

9. **Geographic area:** Junior Players serves people in the DFW metroplex, but mainly Dallas.
 10. **Census data for demographic area:** In 2019, Dallas, TX had a population of 1.34M people with a median age of 32.9 and a median household income of \$55,332. Between 2018 and 2019 the population of Dallas, TX declined from 1.35M to 1.34M, a -0.112% decrease and its median household income grew from \$52,210 to \$55,332, a 5.98% increase.
- The 5 largest ethnic groups in Dallas, TX are White (Hispanic) (33.1%), White (Non-Hispanic) (29.1%), Black or African American (Non-Hispanic) (24.3%), Other (Hispanic) (6.69%), and Asian (Non-Hispanic) (3.7%). 43.1% of the households in Dallas, TX speak a non-English language at home as their primary language.
 - 80.3% of the residents in Dallas, TX are U.S. citizens.

- The largest universities in Dallas, TX are [Richland College](#) (2,532 degrees awarded in 2019), [El Centro College](#) (1,733 degrees), and [Cedar Valley College](#) (1,673 degrees).
- In 2019, the median property value in Dallas, TX was \$231,400, and the homeownership rate was 40.6%. Most people in Dallas, TX drove alone to work, and the average commute time was 25.9 minutes. The average car ownership in Dallas, TX was 2 cars per household. <https://datausa.io/profile/geo/dallas-tx/>
- 11. **Generational breakdown:** This organization appeals to Gen Z, Millennials, Gen X, Baby Boomers and then the Greatest Gen.
- 12. This organization can best be described as fun, educational and pretentious.
- 13. **Audiences considered:** The audiences for this organization are young children ages 4-15, parents of young children, teenagers and young adults.

SWOT Analysis:

- **Strengths:** Their geographic area spans a lot of space, and the population density helps. There are at a great advantage because North Texas/DFW has a lot of schools and children.
- **Weaknesses:** Competition with similar organizations. North Texas/DFW have a lot of arts-based programs that are in different areas. People are more likely to choose an arts program at their local school/recreation center/theatre center for conveniency reasons.
- **Opportunities:** They are at an advantage because they can travel to different schools and areas to provide their service, whereas other arts-based programs are stationary.
- **Threats:** Other arts programs in North Texas/DFW are big competitors due to people believing that free services aren't as high-quality as private, paid services.

Message:

- 14. **Primary message:** The primary message of this organization is that quality arts education should be free and easily accessible to any child that seeks it out.
- 15. **Is the primary message clearly stated?** Yes, the primary message of the organization is frequently clearly stated and repeated.
- 16. **Does this message vary among audience?** This message does not vary among audiences. This organization is fun, educational, and accessible.

SWOT Analysis:

- **Strengths:** Simple, straight to the point messaging.
- **Weaknesses:** N/A
- **Opportunities:** They could specify what kind of arts programming is offered through their services.
- **Threats:** N/A

Media Relations:

- 17. **Newsroom link:** <https://www.juniorplayers.org/news/> The Junior Players newsroom is a little outdated and scarcely updated.

18. **Headlines for late 2021:** ‘Best Dance Troupe, Best of Dallas, Arts & Entertainment’ by Dallas Observer <https://www.dallasobserver.com/best-of/2021/arts-and-entertainment/best-dance-troupe-12449903>
19. **Media Relations contact:** Abby Stigler, Communications Director, abby@juniorplayer.org
20. **Positive articles from 2021:** ‘These are the 7 can’t miss shows in Dallas-Fort Worth theater for August.’ Aug 3, 2021 by Lindsey Wilson
 - ‘Junior Players’ ‘12th Night: A Rock Musical’ July 29, 2021 by Dallas Morning News
 - ‘Celebrate Dallas Arts Month at these events in and around Lake Highlands’ March 29, 2021 by Lake Highlands Advocate
21. **Earned media:** Not found.

SWOT Analysis:

- **Strengths:** They get lots of positive coverage about their services, programming and performances.
- **Weaknesses:** A lack of paid media can really hurt this organization.
- **Opportunities:** They have the chance to hire more paid media and include more paid advertisements to promote themselves.
- **Threats:** N/A

Crisis Communication:

22. **Describe what COVID-19 changed about this organization:** Putting on performances impacted this organization. Going to schools and doing in-person arts classes impacted this organization. This organization had to change and postpone performances and shows due to COVID-19 outbreaks. A lot of their programming had to be conducted online, which worked in their favor due to the accessibility of virtual school.
- **Determine if the organization is currently communicating about COVID:** I would say that this organization could do more work on communicating COVID concerns and updates.

SWOT Analysis:

- **Strengths:** They are thorough in their crisis communication efforts, especially regarding COVID-19.
- **Weaknesses:** There is not much about their stance on other pressing matters. They are not updating their statements often.
- **Opportunities:** They could release more statements regarding other matters (inclusion, diversity, etc.)
- **Threats:** N/A

Executive Communication:

23. **CEO name:** The closest thing to a CEO that I could find on their website was the Executive Director Rosaura Cruz.
24. **CEO bio:** https://www.juniorplayers.org/about_us/rosaura.html
25. **Evidence of CEO presence:** N/A

SWOT Analysis:

- **Strength:** N/A
- **Weaknesses:** Lack of information.
- **Opportunities:** They could make this information more accessible or clarify the information that they have made available.
- **Threats:** N/A

Financial/Impact Communication

- 26. **Charity Navigator** - <https://www.charitynavigator.org/ein/756061082>
- 27. **Guide Star** - <https://www.guidestar.org/profile/75-6061082>
- 28. **Form 990** - <https://projects.propublica.org/nonprofits/organizations/756061082>
- 29. **2021 Annual report** - <https://www.juniorplayers.org/news/newsletters.html>

SWOT Analysis:

- **Strengths:** N/A
- **Weaknesses:** N/A
- **Opportunities:** N/A
- **Threats:** N/A

Social Media:

- 30. **Facebook** - <https://www.facebook.com/juniorplayers/>,
Instagram - <https://www.instagram.com/juniorplayersdallas/>,
Twitter - <https://twitter.com/juniorplayers>,
YouTube <https://www.youtube.com/channel/UCmUOKOFqMTl1rfPpUglgK3Q>,
LinkedIn <https://www.linkedin.com/company/juniorplayers/>
- 31. **Facebook** – 2,818 followers, 2,678 likes. **Instagram** – 1,298 followers, **YouTube** – 55 subscribers, **LinkedIn** – 422 followers, **Twitter** – 342 followers
- 32. **Social media-based PR campaign:** N/A

SWOT Analysis:

- **Strengths:** They exist on almost every platform, and they post often enough.
- **Weaknesses:** The quality of their content could be better and more informational.
- **Opportunities:** They could use their paid/earned media to help with content creation.
- **Threats:** N/A

Individual Donor (Marketing)

- 33. **Annual fundraising information** - https://www.juniorplayers.org/support_us/support-junior-players.html
- 34. **Donor Campaign** - https://www.juniorplayers.org/support_us/giving-levels.html
- 35. **North Texas Giving Day** - <https://www.northtexasgivingday.org/junior-players#:~:text=North%20Texas%20Giving%20Day&text=The%20mission%20of%20Junior%20Players.participation%20in%20the%20fine%20arts.>

Corporate or Other Partners:

- 36. **Donors & sponsors** - https://www.juniorplayers.org/support_us/donors/

SWOT Analysis:

- **Strengths:** N/A

- **Weaknesses:** N/A
- **Opportunities:** N/A
- **Threats:** N/A

Website:

- 37. The website usability is simple. It's functional and straight to the point.
- 38. The appearance and format of the website is nice and easy to see.
- 39. The visuals and quality of the website are good.
- 40. The written content is a bit outdated, but it's still good content.

SWOT Analysis:

- **Strengths:** Their website is easy to use and there is a lot of information there.
- **Weaknesses:** Their URL link is broken.
- **Opportunities:** They could change their layout and make the website look more modern; it looks a bit outdated.
- **Threats:** Competitors use a lot of their own professional photos, paid/earned media on their websites to make themselves look better quality. The quality of the website determines people's perception of the organization.

Reputation:

- 41. This organization has a great reputation. People use it all the time, and they have great PR.
- 42. Shakespeare Dallas, Dallas Children's Theatre and Booker T Washington HSPVA are supporters.
- 43. Individual donors are very important to this organization.

SWOT Analysis:

- **Strengths:** Great, easily accessible reputation and very well known.
- **Weaknesses:** Geographically, there are tons of other organizations similar to this one.
- **Opportunities:** N/A
- **Threats:** Competitors.

Adapting to new trends/influences:

- 44. **Yes, there is a diversity statement.**
https://www.juniorplayers.org/about_us/mission.html
- 45. This organization has not started using Tik Tok.
- 46. This organization uses YouTube.

SWOT Analysis:

- **Strengths:** They have a diversity statement.
- **Weaknesses:** There isn't much else besides the diversity statement. They could add more information about their frequent efforts to uphold that statement.
- **Opportunities:** Their YouTube channel/video content could be better quality.
- **Threats:** N/A

Final Assessment/Analysis

47. This organization could use more communication on their website about events, shows and programming. There is not much content being put out about ways to support, or why this organization is reputable and worth supporting.
48. The best three communication areas are mission, donor support and social media because they are frequently updated.

I would rate this organizations communication at a B-. There are a few places where this organization would need to grow. This nonprofit is reliable and well-known to its supporters, although those who do not live in Dallas/North Texas aren't. This organization almost meets the PRSA definition of public relations, in that they are in a mutually beneficial relationship between themselves and their publics. They are great at influencing, engaging, and building relationships with their key stakeholders. They have a lot of work to do to remain relevant compared to their competition. They are also at a disadvantage because of where they are located and how many other competitors they have.



juniorplayers

Innovation Research

Innovation Research

1. Clearly communicate the programs offered by this organization.
 - a. The [Dallas Museum of Art](#) holds school programs for children, schools, and families, as well as having virtual school programs and in-person outreach programs available. They have separate tabs for every type of programming offered.
2. Social media needs to be updated more often.
 - a. The [Dallas Children's Theatre](#) updates their Instagram very frequently with updates about programs, performances, and company updates.
3. Competitors have updated newsrooms
 - a. [Booker T Washington High School for the Performing and Visual Arts](#) has a very updated newsroom with frequent accomplishments and news coverage.
4. Redesign the website.
 - a. [Outcry Theatre](#) has a frequently updated, easy to use website that has all their current information, a great layout and more. (Outcry theatre, easy to use, constantly updated)
5. Use more video content and photos.
 - a. [Big Thought](#) uses video content from their YouTube account and photos from their archive on their website.
6. Communicate virtual programs updates.
 - a. The [Dallas Museum of Art](#) offers virtual programming for all students/children with information available through their website.
7. More outreach and community engagement.
 - a. [Dallas Summer Musicals](#) is very active in their surrounding community and offers many opportunities for volunteering and outreach programs.
8. Communicate board of directors and staff
 - a. [Edge Dance and Performing Arts Center of Plano](#) has clearly communicated and made their board of directors/staff very easily accessible.
9. Update the website domain/URL to prevent lag.
 - a. [The DMA](#) website has no lag when you type it in.
10. Clearly communicate scholarship, employment, and volunteer opportunities available on the website.
 - a. [Bass Performance Hall](#) has clear communication and information about their scholarships, employment and volunteer initiatives on their website.



SWOT Analysis

SWOT Analysis

Strengths: <ul style="list-style-type: none">- This organization is very active on social media when they have something to post about.- They are active on a lot of social media channels (YouTube, Facebook, Instagram, Twitter)- The website has a lot of information about the organization.- This organization has a positive reputation in the media.- Great communication/representation for diversity and inclusion.	Weaknesses: <ul style="list-style-type: none">- Website URL is slow and sometimes does not work.- Their social media doesn't come off as professional.- The website is not well done and is hard to navigate.- Some of the information is vague and does not clearly communicate the organization's stance on pressing topics.
Opportunities: <ul style="list-style-type: none">- Website development with more photos, videos, links to past performances and programs.- Cleaning up social media to make it look concise and professional.- Updating the newsroom would allow for more publicity and concise communication.- Clear communication of all programs and services that this organization offers (more expansion on after school programs, summer programs, volunteer opportunities, etc.)	Threats: <ul style="list-style-type: none">- Nearby arts programs have the potential to generate more media attention because of their access to paid media and newsrooms vs. Junior Players lack thereof.- COVID-19 threatens the amount and extent of quality arts educations due to the risk of attending in-person.- Due to the location and type of services that this organization offers, there are many different arts programs in North Texas. Some people would probably prefer to go to an organization that is paid programming because of a more professional reputation.



Insights

Insights

1. COVID-19 communication should be clearly provided and communicated. The impact of how this has affected the organization would be great information to provide.
2. Redo/redesign the website to make it more user-friendly. The URL tends to be slow and sends an error message.
3. The website offers information about the board of directors and staff, but it is not easy to find and use. The information provided is great, but it is not easily accessible.
4. Clearly communicate 'Employment and Scholarship Opportunities' and what exactly those entail.
5. This organization is active on YouTube, but the website provides no links to their YouTube channel and features no video content. There should be frequent updates of the video content that is being produced.
6. More advertisement about programs and partnership opportunities. What is provided on the website is updated and informative, but it's all hidden in the tabs.
7. A 'newsroom' tab that is frequently updated about help generate more media and drive more traffic to the website.
8. Create a more concise website experience. A lot of the information is scattered and does not make sense where it stands. For example, there are two 'about us' tabs that contain the same information.
9. There are many parts of the organization that are not properly publicized and communication as much as they should be, especially on social media. Junior Players offers a variety of different programs, but those programs are not communicated properly. Incorporating more about the programs offered would help this organization greatly.
10. The branding could use some cleaning up. The brand voice is childish and playful, but the target audience that is reading these messages are not children. The social media content is not professional. The social media accounts are not frequently updated.



Citations

Citations

<https://dma.org/schoolprograms>

<https://www.instagram.com/dallaschildrenstheater/?hl=en>

<https://www.outcrytheatre.com/>

<https://www.bigthought.org/>

<https://dma.org/schoolprograms/virtual-programs>

<https://dallassummermusicals.org/education-outreach/community-engagement/>

<https://www.edgedance.com/our-staff>

<https://dma.org/>

<https://www.basshall.com/childrens-education-program/the-program/>

<https://www.dallasisd.org/bookert>