# CityMusic Cleveland Digital Marketing Resource Document

Presented on April 12, 2021

The following is an all encompassing organic digital marketing resource document, content creation schedule, and idea generator for CityMusic Cleveland to create a more sustainable, engaging, and thriving digital presence.



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# SITUATIONAL ANALYSIS

# The current state of professional performing arts

After a year of having to close doors and shut everything down, the desire and willingness for audiences to come back into venues is starting to emerge. While it does appear that it will be a cautious and slow process to gain the trust and confidence of the public, the more progress that is made to ease the minds of audiences and remind them of the joy that live performance brought them in the past is bound to come back.

That being said, the innovativeness and creative pivots that professional performing arts organizations have been able to display across the world has absolutely reinvigorated new hope that the live performance medium (and especially in traditional classical arts capacities) can and will evolve to thrive with a new generation of audiences.

Organizations such as CityMusic that are ready and open to transforming how they present music to their community will continue to stay top-of-mind and receive ongoing support.

# **S**trengths

CityMusic has become a long-standing staple in the Cleveland area. Its legacy and notoriety has allowed it to not only withstand the current downturn of live and in-person performance opportunities but also created enthusiasm within the organization itself to evolve and propel into a new generation of performing arts. Because CityMusic has made an active effort to stream performances, build a consistent podcasting presence, and invest in both a new web presence and digital marketing resource shows the ability for this organization to continue to thrive.

CityMusic has also a great job at building a strong following on Facebook, which is still the largest social media platform out of the many that continue to grow. By tapping into this 6k+ audience in new ways and finding a more tailored approach to engage audiences on other platforms that CityMusic is building up, there is a lot of potential for quick digital growth.

#### Weaknesses

One of the weaknesses of CityMusic from a digital standpoint is a lack of consistent content that is keeping audiences engaged. While building this strong following on Facebook is definitely a plus, the issue with Facebook Business Pages gaining so little organic traction means that in order to truly build a community online, CityMusic will have to actually shift the main focus of 'posting to Facebook' to other areas such as Instagram, Smail and SMS marketing, and developing a strong socialization strategy.

# **Opportunities**

CityMusic is embarking on new and innovative programming that will keep audiences intrigued and interested in 'what's next' for the organization for years to come! Likewise, even with the weaknesses stated from a digital marketing standpoint, there is ample opportunity for growth and consistency. Just because main platforms weren't being utilized to their full potential in the past, does not mean CityMusic cannot improve and still gain the full capabilities from them moving forward.

# STRATEGIC MARKETING GOALS

- Present professional and memorable performances and programming to the community
- Develop long-standing relationships with current patrons
- Cultivate ongoing interest that will bring in new patrons
- Continue to engage the community in a digital component to keep CityMusic relevant and contemporary
- Create opportunity for new programming that serves the Greater Cleveland community at large

# **CURRENT SOCIAL CONTENT OVERVIEW**

Interactive and real-time content is the main focus of social media and digital marketing, and you can expect that to remain true for a long time. For years, high level executives at many of these social media platforms have been stating that 'video the future' and soon 'all platforms will be video focused.' While in 2018, this seemed like a far off ideal, now in 2021 with the growing popularity of video-focused platforms such as TikTok and Live features everywhere, this is absolutely the reality.

# Key social media trends that will continue to remain true:

- Live video will remain popular. Regardless of the platform, tapping into the different areas you can stream live content will always give you a must higher boost in engagement from your community.
- Short Story/Reels/TikTok content will continue to grow. Our attention spans are
  decreasing, and nothing points to that truth more than the popularity of 15-60 second
  content that continues to capture our attention for hours at a time.
- Purpose driven content will continue to stand-out. This means not just posting for the sake of posting, but making sure your mission and values are at the forefront of your digital strategy. People want to feel good about the content they're consuming and the

organizations they're supporting, and will expect you to be a leader in helping them be activists in their own ways.

Remember that these platforms want to keep you on their platforms, not necessarily keep you moving around all the different platforms.

While repurposing content is key to maintaining a consistent presence on social media without being overly burned by content creation, it is important to remember that each piece of content you create needs to be curated specifically and tailored to the platforms you're going to utilize (in other words, don't just share or re-share content from one platform to another).

#### Social Media in 2021

The COVID-19 pandemic has pushed all of our attention to digital platforms, and the idea that we will somehow 'return to normal' or what our digital consumption looked like pre-pandemic is naive. As live performances and in-person opportunities continue to open up, the desire and expectation for digital alternatives that were presented in 2020 will still be expected by audiences moving forward.

It's important to keep in mind that social platforms are continuously evolving and adding onto their capabilities. For example, Instagram alone has added more ways to create and distribute content in the past year than it has in the 3 years prior. And while keeping up with these changes may feel daunting and make you feel like you're continuously having to learn new techniques, the core concepts of social media will never change: socialization, entertainment and community. If you root your focus in these ideas, no matter how you're putting out content, you'll find success.

#### How to approach your social media content

CityMusic should approach a "One to A Dozen" process when thinking about content to share and promote on social media and via email/SMS marketing. This idea is taking one larger piece of content, such as a podcast, video recording, or upcoming performance, and breaking each element down into over a dozen smaller digestible pieces that your audience can consume quickly in whatever medium they're choosing to interact with you.

#### Here's how this breaks down:

# **Facebook**

#### Publish 3 posts a week to your feed:

• 2 posts that break down your larger piece of content that you're sharing for the week into smaller bite size ideas (for example, if you're sharing about an upcoming performance,

maybe one post will talk about the composer and the second post will talk more about the concepts behind what is being performed)

1 video content that is either your podcast or a previously recorded performance

If you are able to share your Live performances that you also showcase on YouTube to Facebook as well, I would encourage you to do so! These will live as videos on Facebook as well, and while YouTube will have longer SEO traction, the engagement and visibility from being live on Facebook is just too good to pass up.

Tip: Your Facebook posts and Instagram feed posts can be the same 2 pieces of content. Just make sure to format it for Facebook specifically, tag anyone on the Facebook platform if necessary, and remember not to use hashtags.

#### **Socialization**

The main area where socialization happens on Facebook is unfortunately not on business pages, but rather inside groups. However, there are some groups where they will allow you to join as a 'page'. You may want to start looking into more groups on Facebook that are local that you can either join from your personal profile or join as your page, so when relevant conversation comes up, you can promote the content from the CityMusic Facebook page and promote the organization.

You may also consider creating a Facebook Group for CityMusic something along the lines of 'The Aftershow' where you could possibly host more of a Q&A opportunity with the composer, musicians, or staff within CityMusic to host a discussion. Groups tend to get more visibility on Facebook, so any way that you can engage your audience more directly is a plus.

#### Platform to use to schedule Facebook content

<u>Creator Studio</u> (allows you to schedule any Facebook posts ahead of time)

#### **Analytics to Track on Facebook**

- Page Follows/Likes (there is buzz about this potentially disappearing, so it may not be as relevant)
- Page Views
- Post Reach
- Post Engagement

#### Instagram

#### Publish 2 posts a week to your feed:

- 2 posts that break down your larger piece of content that you're sharing for the week into smaller bite size ideas (for example, if you're sharing about an upcoming performance, maybe one post will talk about the composer and the second post will talk more about the concepts behind what is being performed)
- Whenever you're able to publish carousel posts (meaning, multiple images in one post) or video content to your feed, this will tend to do better than just standard images.

To help your Instagram Feed posts get more traction, try to follow this copy method:

1st Sentence: Headline attention grabber (something that either kicks off a story that will get people to keep reading or a question)

2-5 Sentences: Explain what your post is talking about here. Try not to have more than 1 sentence written at a time without a break. When too many words are pushed together on Instagram it becomes very hard to read.

Last sentence: Call to action - Write directly what you want people to do with this post (comment, click the link in bio, save this post, share it, etc.)

Hashtag Tip: Hashtags still have potential to push you infront of new audiences, but it's important to know that they are the last on the list of how your content gets shared on Instagram. First, Instagram wants to see if your current audience is interested in you feed posts, by sharing what you post to about 8-10% of your audience. If that does well (meaning likes, comments, shares, and saves), they push it to more of your audience. If it does well from there, then it factors in the hashtags you've listed out to new audiences that may be following or searching for those hashtags.

It's important to make sure your hashtags are very specific to what you're posting about, in the imagery and caption. Even though you have the ability to use up to 30 hashtags per post, I would suggest using closer to 10 that are more tailored to your content specifically. If Instagram thinks you're just using hashtags in hopes of reaching a larger audience and they're more generalized, your hashtags won't perform as well.

#### Post to stories at least 1x a day

The easiest way to maintain your Instagram Stories strategy is to share content that is already existing in the other areas of your Instagram profile (Feed posts, IGTV, Reels, etc.) and also taking the time to watch more stories to see how people are using them.

 Share content from other accounts that would be relevant and interesting to your audience (make sure to tag those other accounts so they can also re-share what you shared and help boost your visibility)

- Create small behind-the-scenes photo or video content ahead of time, and have original pieces that just live in your IG Stories
- Take advantage of the Story engagement stickers to get more physical action and engagement from your audience (polls, quizzes, slides, and question stickers)
- Make sure to utilize the location tag sticker to also show up in the explore page and on other story content for those who are looking for relevant

#### Repurpose YouTube content into IGTV content

Your weekly IGTV video will be whatever content has already been created in YouTube, just shared and formatted to IGTV. If your video content specifically doesn't format well to the IGTV layout, you may want to consider a still image, with audio played over it to give the impression of a podcast.

The text for your IGTV should mainly be 1 sentence about what's inside the video, another sentence with a Call To Action to click the link in your bio or comment for more.

# Stream live events or performances whenever possible - these can then live as IGTV content as well

The easiest way to take advantage of the Instagram Live feature is to just go live whenever it is possible within a concert setting, rehearsal, or if you want to host a live interview with a musician or composer. Once you've gone live, you'll have the option to save these lives as IGTV content as well for them to gain more exposure.

#### **Get creative with making quick Reels**

Reels are the newest feature on Instagram, and they're bite-sized 15-60 seconds worth of content that have a lasting impact of bringing audiences back to your main profile. If you're not comfortable yet diving into Reels, I encourage you to get started with utilizing Instagram Stories first. Similar to Instagram Stories, best way to see how to use these Reels is to start watching more Reels and then diving in.

It's absolutely okay if your Reels aren't perfect or messy at first! You can't get better at them unless you practice, and truthfully, this content moves so quickly on this platform, no one is judging too harshly on your organization's ability to create Reels.

The copy for Reels should be very short, just encouraging people to 'go to your profile' to see more. Reels tend to show up on the explore page and we want people to land/follow your profile from here.

Some ideas of what you could create for Reels (or Instagram Stories):

Behind the scenes rehearsal content

- Meet the composer
- Walkthrough of venues where CityMusic performs
- A day in the life content (of musicians, staff, etc.)

#### Socialization

Instagram is a very social platform, and to really gain traction and growth there, it's going to take more than posting more content - you really need to socialize. This means responding to every single comment you get (as long as they're not spam), even with a simple "thank you". For example, on your recent post you received a response from someone saying it was a great performance. A great way to reply back is "Thank you so much! What did you enjoy most about the performance?" to help keep the conversation going.

The other way to encourage more socialization is to start sending direct messages to your followers with an update on your upcoming performance. A simple "Hello! We wanted to let you know that we have a livestream performance coming up that we'd love for you to join us for. It's completely free! Here are the details...." and then give them a link to watch it as well (ideally, the YouTube). If you can try and send even just 5-10 of these messages a day from the time you announce a performance to when it's going to go live, you should see a much higher response as well.

Another passive way to keep showing your socialization engagement is to again, interact with your followers. This means not just liking their posts, but leaving your own comments on their posts. Remind them that you're still around! Just simple comments to bring people back to your page will help make your content show up more frequently for them. Again, just pick 5-10 followers a day to start commenting on, and you will see a drastic engagement improvement.

#### Platform to use to schedule Instagram content

Creator Studio (allows you to schedule Instagram Feed posts and IGTV content ahead of time)

#### **Analytics to Track on Instagram**

- Total followers
- Post (reach, shares, saves, comments)
- Stories (reach, profile visits, replies)

# YouTube

YouTube is currently where your podcast and performance content lives, and this is a great place for it!

A main area of YouTube that should be taken more advantage of is your description area. Try to engage the audience as if you're speaking to someone directly, rather than just a general description and hope someone takes action.

#### Here is a template that you can use to test out a stronger call to action on these videos:

"In this video, you're going to see (explain what will be in the video). Visit our website to (get them to do something there such as sign up for an upcoming performance)

During this podcast episode we'll be covering:

- Point 1
- Point 2
- Point 3

(however many points there are, just list out quickly what you're going to touch on)

DON'T FORGET! Visit our website to (get them to do something there and list the URL)"

Similarly for your live videos of performances, go back into your description and encourage a call to action in them that sends people back to the CityMusic website to possibly sign up for a future performance, or to subscribe to the channel to get notified when another performance will be going live.

# YouTube is about consistency

While you don't need to be publishing daily to YouTube, this absolutely is an area that gains more traction over time by consistency. When you don't have ongoing performances happening or during the off-season, you will still want to consider keeping up your Podcast on a regular basis. This could include content around:

- Teasers on what is happening next season
- Interviews with musicians, composers, or conductors from the previous season to get their thoughts on specific performances
- Educational or historical lessons on music you performed or the composers that wrote the pieces

#### Platform to use to schedule YouTube content

YouTube Studio does a great job of allowing you to edit and schedule content ahead of time, directly on the platform itself.

#### Analytics to Track on YouTube

- Watch Time
- Audience Retention
- Re-Watches
- Click Through Rates
- Subscribe Growth
- Traffic Sources

# ADDITIONAL SOCIAL CONTENT OVERVIEW

#### **Twitter**

Twitter is a platform that tends to do best when utilized in real-time. This means sending out tweets, retweets and sharing content fairly regularly (up to 7-10x a day) on the platform to see any real traction. Likewise, outside of content that is trending or being talked about in that moment by a large group of people on the platform, it is hard to gain momentum as a smaller organization on Twitter.

This is not to say that it can't be useful or that it won't work in a digital marketing strategy, but due to the sheer amount of real-time attention that it needs, I wouldn't recommend it.

#### **Pinterest**

Although technically a social media platform, Pinterest actually reacts and functions more like a search engine. This makes sharing content to this platform far more powerful than traditional social media channels, as content tends to live longer here. What does well on Pinterest:

- Blog and news formatted content
- Video content
- Evergreen content that people can consume for many years

When researching trends on Pinterest currently, content that surrounds the following ideas will do well on the platform:

- Music
- Music Videos
- Musical Aesthetic
- Music Quotes
- Locally focused content (possibly sharing more about the venues and content on your venue resource pages)

The easiest way to get started with a Pinterest strategy is to utilize the scheduling tool <u>Tailwind</u>. This will allow you to pin content directly from your website, other social media platforms, and

YouTube, directly to Pinterest, as well as create Pinterest friendly (long and tall images) directly on the Tailwind platform as well for sending additional traffic to your website.

#### LinkedIn

LinkedIn does have a more professional focus and B2B networking type of strategy, but that doesn't mean CityMusic cannot benefit from a presence here. By creating a page where your musicians and other staff professionals can connect to on LinkedIn and help share your content from your business page to their personal pages, will bring new higher level professionals who are interested in the arts to your platform. Content such as your interviews, podcasts, and sharing previous performances will do well here.

I would suggest reformatting the content from Facebook over to Linkedin to maintain a consistent presence here, if you choose to utilize it. A great scheduling tool for Linkedin is <u>Buffer</u> which allows you to connect both personal and business pages to their platform.

#### TikTok

While you might think that TikTok is the social media platform for Gen Z and younger audiences that may not be engaging with CityMusic, this is definitely not the case. With an incredible algorithm that tailors content very specifically to the user, more and more audiences of all generations are finding TikTok to be an incredible resource to learn about new experiences in their area, interesting people to follow, and just generally enjoying being on social media.

Bite sized content and clips educating people on what CityMusic is, specific performances, and composers (think anything that can be digested in a minute or less) would do well on this platform. I would suggest getting used to Reels on Instagram first, which could then be repurposed on TikTok.

There is currently no scheduling tool for TikTok, but you can save videos to your drafts area on the app itself, before publishing them.

# **EMAIL MARKETING OVERVIEW**

Most of your email marketing will be tailored around upcoming performances. Below I've listed an outline of a few examples of how several different emails can go out to promote an upcoming performance, without feeling repetitive.

# **Upcoming Performance Emails**

For every upcoming performance, I would send at least 3 emails out to remind people to tune in. The emails should contain information ONLY related to the performance - nothing else. When you're trying to push ticket sales/viewers to your performances, you need to keep emails super focused. Here's an idea of how to breakdown these emails so they don't feel redundant:

Email 1 - Save The Date for our Upcoming Performance!

This email should just simply go over the basics - the performance, details, day, time, viewing options - and 2 buttons to either watch on Facebook (send them to the event so they'll get a reminder) or on YouTube (send them to your homepage and remind them to subscribe, again, for reminders)

Email 2 - Meet The Musicians for (performance name)

Rather than including bios (which you can totally do if you can't get ahold of anyone), maybe do a quick Q&A with the musicians to see what they're most excited about for this performance or these pieces. Share their responses and pictures, and then again, encourage people to sign up for the livestream

Email 3 - Tomorrow Is The Big Day!

This will be another reminder email similar to the first one, but also include some 'things they can look forward to' during the livestream. Since these livestream performances have 2 purposes (to live on YouTube for rewatchability, but also to showcase your work to your current audience), make them interactive a little bit. Have someone say hello to the viewing audience, maybe ask them a question and encourage them to leave comments, etc. This will really allow people to feel like they're truly interacting and experiencing this performance as if it was in-person. And if you can tease some of these ideas out ahead of time, it'll give them more incentive to watch.

(Optional) Email 4 - send an hour before the performance as a reminder again, with just the links to watch.

#### Additional email content

However, CityMusic isn't just all about pushing performances, it's also about educating your audience! In between promoting upcoming performances, consider sending a weekly email that features one of the following:

- YouTube Podcast recording
- Replays of past performances
- Composer Feature
- General "what's new" with CityMusic

The general idea is to focus on ONE idea or ONE call to action per email. This will help eliminate decision fatigue when it comes to diving into an email. Ideally, you want your emails themselves to be consumed in a minute or less, with a direct call-to-action button that takes them somewhere

else to digest more (purchase tickets, watch a performance, read more about something, etc.). If there are too many call-to-action buttons sending them to different areas, you will see your open and click-through rates on emails start to dwindle. When we have too many options, we choose nothing!

#### **Analytics to Track with Email Marketing**

- Open Rate
- Click Through Rate

# SMS MARKETING OVERVIEW

SMS marketing is a new area of marketing that is starting to gain a lot of traction. Rather than just relying on email marketing or social media algorithms to get your content directly in front of your patrons, SMS is a great way to start sending reminders of upcoming performances directly to their phones.

Because this is such a new area of marketing, I would encourage you to test out one idea, (like I mentioned above with performance reminders) with maybe one text as week to patrons. You could also consider sending a survey to those who would be interested in SMS marketing to see what type of reminders they would be open and interested in receiving. From there, consider segmenting lists so that you're sending content that is more tailored to those individuals, as to not turn people off from this very direct form of marketing.

#### **Analytics to Track with SMS Marketing**

- Open Rate
- Click Through Rate
- Unsubscribe Rate (I mention this here more than email, because this is such a new area, you want to see if people are quickly unsubscribing and turned off from this area for your specific organization or not)

# **CONTENT CREATION SCHEDULE**

The following digital marketing content creation process includes Facebook, Instagram, YouTube, and Email/SMS marketing. This is not to say that you cannot test out other strategies on platforms such as Twitter, Pinterest, LinkedIn, or TikTok, but I would recommend getting comfortable with these areas first before diving into the others.

CityMusic should approach a "One to A Dozen" process when thinking about content to share and promote on social media and via email/SMS marketing. This idea is taking one larger piece of content, such as a podcast, video recording, or upcoming performance, and breaking each

element down into over a dozen smaller digestible pieces that your audience can consume quickly in whatever medium they're choosing to interact with you. Here's how this breaks down:

# One main piece of content to focus on throughout the week:

- During the performance season
  - o Promoting an upcoming event
  - Resharing content to gain more digital viewership if no upcoming events are happening just yet
- During the off-season
  - Sharing previous season content
  - Sharing previews of what is to come with the new season

#### The One to A Dozen Idea Focus

Pick 1 idea for the week, and surround all your content around that idea. If you are promoting an upcoming event, consider doing a podcast episode that talks about that event to share and break up your content from. If you are resharing old content to gain more digital viewership, use existing recording material as your main piece of content.

#### How the Weekly Content is Created & Scheduled

Content Creation Days: Pick 1-2 days out of the week to sit down and work on content, gather content for the upcoming week, and schedule any content that can go out ahead of time

#### **Example of How the Weekly Content is Scheduled**

- Sunday YouTube Podcast
- Monday IG Post, IG Story, & Facebook Post
- Tuesday IGTV, IG Story, & Email/SMS
- Wednesday IG Reel, IG Story, Facebook Post (sharing YouTube Podcast)
- Thursday IG Post, IG Story
- Friday IG Story, Facebook Post

# What can be scheduled to platforms ahead of time

- YouTube Podcasts
- Emails
- SMS Texas
- IG Posts
- IGTV
- Facebook Posts
- IG Stories (saved to drafts)

#### What needs to be done in real-time

- IG Stories (publishing to the platform)
- IG Reels
- Socialization on platforms

#### **General Socialization Schedule**

- Leave 5-10 comments on people accounts that follow you on IG (Stories, Posts or IGTV)
- Leave 5-10 comments on other people that could be patrons, but you don't follow them
  yet (if they engage, follow them) on IG (Stories, Posts or IGTV)
- Share your Facebook content to any local groups that allow you to do so, or respond to any questions that you could promote the practice on in local groups
- Respond to all comments or direct messages you get on your accounts



# OTHER IDEAS TO CONSIDER

# Intimate and exclusive performances with just a few musicians

CityMusic already does an excellent job of tapping into a variety of venues to bring the performing arts into many different areas of the community. However, with the slow rollout of in-person events taking potentially up to a few years to reach their full potential, you may want to

consider the idea of exclusive, small, and intimate events as 'pop-up' experience with trios or quartets within the CityMusic roster of musicians.

Smaller events allow you to bring music to areas that may have no otherwise had traditional performing arts experiences (restaurants, bars, studios and lofts, local art galleries, etc.). And by limiting your tickets to 20-30 guests and creating urgency around a limited availability, you can create more buzz for CityMusic and keep patrons paying closer attention to announcements in order to participate in these experiences.

# Tap into local influencers who can help push your content further

It would be wise to look within your city to see who has notoriety on social media. Who has a steady following on a variety of platforms, who has a high engagement of comments and participants on their platforms, and who would be interested in partnering with CityMusic to help you reach new audiences. Consider hosting ticket giveaways with these influencers, inviting them to performances in exchange for them promoting these experiences on their platforms, and finding ways that you can also support their ventures to keep these relationships fresh and exciting.

Consumers buy or participate with those they 'know, like, and trust'. This is why word-of-mouth marketing or referral marketing is so powerful. When someone that we already know, like, and trust tells us about something new, we immediately want to know everything about this new thing they're promoting. If they like it, we should too!

Never underestimate the power of someone who can 'share' your content on your behalf. This is the digital version of word-of-mouth marketing and can create incredible results so quickly!

# Paid digital advertising

While this resource document covers the organic marketing ideas that can help you promote CityMusic, paid advertising such on social media, Google, or other digital mediums are always a viable option. One word of caution would be to tap into a paid advertising expert who specializes in paid ads for those specific areas, rather than just trying to walk through the systems that social media or Google presents to you. While it may appear easy to follow and publish an ad with just a few clicks, these quick tactics tend to have less reach and outcomes for your advertising budget, as opposed to someone who is more skilled with audiences, keywords, and content distribution.

# **TAKEAWAYS & NEXT STEPS**

Digital marketing is an ever evolving space, and with the growth and popularity of new social media platforms, new direct marketing concepts such as SMS, and the extensive digital push that 2020 has propelled us all into, you can expect more changes to appear on all of these platforms

within the next 12 months. However, everything presented here is created in a way to help you understand the idea of consistent content creation, and make it easier to pivot and adjust with changes as they come up in the future.

The idea of this resource document is not meant to be an overwhelming process of what is absolutely necessary for your digital marketing, but rather a process that you can look to grow into. See which areas in this digital process that you can tackle immediately with consistency, and once those areas feel manageable and easier to execute, you add something else on to help elevate your process.

Ideally, with the help of a social media manager, graphic designer/content creator, or even a virtual assistant, you can provide this game-plan to an experienced marketer who can hit the ground running!

If you have any questions about this resource document or want to dive into more ideas even further, please reach out to me (Rachele Wright) directly at rachele@wrightoutcomes.net