Dottie Schindlinger is Director of Account Services for Verve Internet Solutions, a Philadelphia-based entrepreneurial Internet communications firm providing web development and Internet solutions for nonprofit organizations. In this role, she serves as project manager and primary client contact for Verve’s nonprofit clients.

Prior to joining Verve in September 2005, Dottie worked for more than five years with the Nonprofit Center at La Salle University. As the Center’s first-ever Director of Marketing, she lead a re-branding effort for the Center, including a new graphic identity. She introduced the Center to email marketing, increasing the Center’s program enrollments by more than 20% in the first year. She also created the Center’s first strategic marketing plan, and helped to grow the Center’s market reach from the Philadelphia region to include southeastern PA, southern NJ, and northern DE.

Prior to her marketing role, Dottie served for three years as the Center’s Director of Educational Programs, where she developed the Center’s certificate programs in Board Leadership and Fundraising, and was responsible for growing the Certificate in Nonprofit Management. In 2001, she also served as Adjunct Faculty of La Salle University’s Communication Department, where she taught Public Speaking.

Before joining the Nonprofit Center in 2000, Dottie spent six years with the Pennsylvania Humanities Council, a private nonprofit affiliate of the National Endowment for the Humanities, where she developed state-wide humanities programs for Pennsylvania's adult public.

In her current volunteer work, Dottie is a Trustee and Major Gifts Chair of the Alice Paul Institute based in Mt. Laurel, NJ. She is Co-President/Co-Founder of Philadelphia's Young Nonprofit Leaders, a network of young and emerging nonprofit professionals in the Philadelphia region. She received her BA in English from the University of Pennsylvania.
Today’s Agenda

- What Is Marketing and Why Does It Matter?
- Marketing Research
  - Segmentation and Target Marketing
    - Segmentation Exercise
- Competition, Positioning & Branding
  - Sizing up Competition
  - What Is Positioning?
    - Positioning Charts Exercise
  - Branding Considerations
Today’s Agenda (cont.)

- The Marketing Mix
  - Products (Programs)
    - Portfolio Analysis
    - Product Life Cycle
    - Adoption & Diffusion
  - Pricing
    - Non-financial Cost Considerations
    - Pricing Objectives
  - Place (Marketing Channels)
  - Promotion (Communications)
- Marketing Assessment Review
What Is Marketing?

When you hear the word marketing, what comes to mind?

Marketing Misperceptions (courtesy of Mark Staples)

“Marketing and promotion are the same thing.”

*False:* Promotion is the last step in marketing. With a well-positioned product or service, promotion may sometimes be expendable!

“Marketing is a strategy to find the right approach to sell something that already exists.”

*False:* This thought suggests that anything can be sold with the right promotional technique and de-emphasizes the real needs of the audience.

“Once you develop a marketing plan it lasts forever.”

*False:* Constant reassessment is critical and should be built into a regular schedule of reviews.

“The approach to marketing varies from product to product and place to place. Corporate marketing is intrinsically different from the discipline for non-profits.”

*False:* The basic strategy for marketing is the same whether applied to programs, ideas, services and products, whether the setting is in the corporate or non-profit part of the world.
Traditional Model of Marketing

- Marketing is a two party exchange
- Goods & services are exchanged for money (sales)
  - "Quick pitch," "Push Marketing," "Guerilla Marketing"
Relationship Marketing Model – Involves multi-party exchanges

- Resource provision market (provides resources to the nonprofit)
  - Donors, Funders, Volunteers, Government

- Resource allocation market (nonprofit provides resources to the market)
  - Clients, Patients, Students, Legislators, Public

- Each stakeholder group can be part of both the resource provision as well as the resource allocation market.
  - Resources can include time, attention, feedback, and input as well as money.

- In the Relationship Marketing Model, “listening” is equally important to “presenting” – the marketing exchange is not a “push” or a one-way transaction.

- **KEY:** The stakeholders influence the product/service being marketed.
Relationship Marketing

- Emphasizes the long-term quality of the *relationship* between the organization and stakeholder

- Focuses on the provision of continuous value to key stakeholders
  - Exchanges are more valuable to the organization, as well as to the stakeholder
  - Less resource-demanding than “losing” customers and finding new ones
  - Longer-lasting impact for both organization and stakeholders
Why does marketing matter?

- Research shows a direct correlation between a nonprofit’s “marketing orientation” and its long-term sustainability:
  - Finances – ability to raise & manage money
  - Standing in “the community”
  - Degree of stakeholder satisfaction

Marketing gives your organization the opportunity to:

- Learn about your stakeholders, their needs, their interests, and align your organization’s programs/services to fit
- Satisfy multiple stakeholder needs at every level of the organization
- Achieve strategic goals
- Drive your organization’s mission
  - Increase Resource Provision: Funders, government, donors, etc.
  - Increase Resource Allocation: Members, clients, etc.
Creating a marketing plan involves five overall “steps”

1. **Set goals:**
   - Determine what you are trying to achieve, with whom, over what time period, and how you will measure success

2. **Research/Positioning:**
   - Define the “product” (program/service)
   - Learn about potential markets
   - Size up the competition
   - Position your organization
   - Segment and target your markets

3. **Create your strategy:**
   - Review the Marketing Mix – Product, Place, Price, Promotion
   - Budget
   - Develop measurable objectives
   - Determine how you will measure success (methods)

4. **Implement the strategy:** Promotional activities

5. **Evaluate results:** Measure your return on investment (ROI)

*Additional Resource: Marketing Plan Outline and Worksheets*
Part 2: Marketing Research

“Would you tell me, please, which way I ought to go from here?”

“That depends a good deal on where you want to get to,” said the Cat.

“I don’t much care where—” said Alice.

“Then it doesn’t matter which way you go,” said the Cat.

“—as long as I get somewhere,” Alice added as an explanation.

“Oh, you’re sure to do that,” said the Cat, “if you only walk long enough.”

—Alice’s Adventures in Wonderland, Lewis Carroll

Have you ever heard (or said)

We need a brochure!

What Questions Should this Prompt?

Ideally, you would not produce a brochure, or any promotional piece or campaign until you knew...

• What are we promoting and why? How does this program/service fit within our goals/mission? (product)
• To whom, and what do they care about? Does this program/service meet their needs? (public)
• Who or what is our competition? (competitive analysis)
• Where will people be able to find/access this program/service? (place)
• What will this cost, and what should we charge? (price)
• What’s the production/distribution plan? (production/promotion)
• What’s the expected result? (goal)
• How will we measure our success? (evaluation)

To avoid asking/answering these questions will waste resources – time, money, effort, opportunity, attention, etc.
Why marketing research?

- Helps you position your organization
- Provides the information needed to create your marketing plan
- Enables you to make strategic marketing decisions (avoid wasting money)
- Ensures you will have the best possible chance for success
- Allows you to evaluate your marketing efforts
Using the Marketing Mix to Guide Research

- You’re going to need to know more about your
  - Product (Program)
  - Price
  - Place
  - Promotion
- You will also need to learn about your
  - Public
  - Competition
  - Production capacity

The Marketing Mix, also called “The Four P’s,” is a short-hand way to refer to the major elements of a marketing strategy:

- Product: What program/service are you trying to market? What specific needs will the program/service fill?
- Price: What will the program/service cost, and who will pay for it? If you will charge for the program, how much should you charge?
- Place: Where can your stakeholders access/purchase this program or service?
- Promotion: What methods will you use to communicate the availability of the program or service?

Marketing Research includes determining:

- Public: Who is the program/service designed to reach? What are their needs?
- Competition: Where else can your audience receive the same/similar program/service? What else competes for their time, money, and attention?
- Production capacity: What is your organization’s capacity to succeed with this program/service? Do you have enough money, staff, time and other resources to be successful.
Collecting marketing data does not have to be an expensive, time-intensive activity. You can start with what you already know. Examine information you are already collecting, and organize it into Primary and Secondary sources:

**Primary Data**: Mailing list info, demographic data, and information gathered from frontline staff, reception desk, board members, program staff, community members, etc; information gathered through program evaluations, meetings/interviews with stakeholders; etc.

**Secondary Data**: Information from local, regional, national sources; other nonprofits in same field, United Way, municipal data, research studies, etc.

Determine what data is still missing, and see if there are inexpensive ways to acquire it – for example, conducting surveys of stakeholders, interviewing funders, colleagues and board members, conducting focus groups with representatives of your target market.

Once you have the data, organize it in a database or spreadsheet so you can analyze it conveniently and create reports.
Target Marketing

- Deciding which groups (markets) to serve and how to serve them
  - Identify potential markets that could be served
  - Select markets that best fit the organization’s mission, capabilities, and aspirations
  - Tailor approach to fit the needs and interests of the target market
- Market Segmentation = Dividing the total potential market into meaningful groups

**Market Segmentation (p.284-286)**

Demographic, geographic, socioeconomic
- Sex, age, income, race/ethnicity, marital status, education level, etc.; Ex: A college recruiter asks about income level, geographic location, gender

Psychographics
- Lifestyles, values, attitudes, opinions, personalities; Ex: A political party breaks respondents into groups like “soccer moms,” “social conservatives”

Benefits (grouped by benefits being sought)
- Recognition, incentives, tangible rewards/feelings; Ex: Donors motivated by public recognition; people who quit smoking for health

Behaviors
- How someone behaves with respect to the product being offered; Ex: “Heavy-users,” “long-time subscribers,” “generous supporters,” “excessive drinkers”

Responses to marketing variables
- How the target market may respond to the product/service; Ex: Donors who are moved by sympathy for people who have a particular disease, vs. donors who are concerned about contracting the disease
Choosing Target Markets

- How well does the market segment fit the mission of the organization?
- Does the organization have the capability to reach this market segment?
- Is the market segment sufficiently large to justify a special marketing treatment?
- How easily can the market segment be measured and accessed?

How well does the market segment fit the mission of the organization?
   Ex: a church planning to minister to gays and lesbians, an all-girls school planning to go coeducational, need to handle these market segments with care, patience, sensitivity

Does the organization have the capability to reach this market segment?
   Ex: is the staff over-stretched and unable to meet new market needs/demand? Are there other service providers who reach this market already? Is the promotion needed to reach this market segment cost-prohibitive?

Is the market segment sufficiently large to justify a special marketing treatment?
   Ex: what is the projected return on investment? If the ROI is low, does the organization have the capacity to sustain the losses needed to serve this market segment?

How easily can the market segment be measured and accessed?
   Ex: hard to reach market segments such as “senior citizens with suicidal tendencies,” or “fathers who exhibit violent behaviors”
Market Research Exercise

- Divide into 3 groups
- Review the case scenario
- Determine how you would segment the market and what research would be needed

In this exercise, your group will be given a case scenario of a marketing effort that is about to get underway. Your team will need to recommend how to segment the market, and what research should be conducted before the marketing efforts get started.

Additional Resource:
"10 Tips for Conducting Evaluations and Focus Groups"
**Part 3: Competition, Positioning & Branding**

- **Sizing Up Your Competition**
  - *For what* are you competing?
  - *With whom/what* are you competing?

What are you competing for? This question is often the easiest to answer for organizations:
- Funds – donations, grants, earned revenue
- Customers/clients/stakeholders – market share
- Attention – media, “word of mouth,” government

Asking Who or What you are competing with can be the harder question to answer:
- Agencies that offer similar programs/services
  - Other agencies like yours
  - Other charities generally
- Similar programs/services offered by dissimilar agencies
  - For-profit entities
  - Volunteers (“free” providers)
- Dissimilar programs offered by dissimilar agencies
  - Inertia – doing nothing
  - Doing something totally different with one’s time

Your competition could include organizations with whom you are collaborating.
What Is Positioning?

- “Positioning refers to the place that an agency or its services or ideas occupy in the minds of the individuals in its target market.” (p.286)
- In other words, your “niche”:  
  - “They are the people who…”
  - “That’s the program that provides…”
  - “They want to be seen as…”

How does Positioning differ from Mission?

A mission statement is a statement of accountability. It describes who does what for whom.

A positioning statement, which might lead to a slogan, is a statement of character and action. The best ones describe what an organization does IN THE WORDS OF a client or customer or in language clients or customers find comfortable.
Positioning Relative to Competition

- What dimensions do your stakeholders use to measure their options?
  - Size
  - Cost
  - Availability
  - Benefits
  - Quality
  - Reputation
  - Other

Different groups of stakeholders use different sets of criteria to evaluate your organization/program. Research is often needed to determine how others evaluate an organization/program.

**Examples:**
- A donor makes a decision based on the opportunities for personal recognition (benefits)
- A funder concerned about a program’s effectiveness (quality)
- Members deciding based on what they can afford (cost)
- Clients deciding where to go based on their location (availability)
- A media representative contacts your organization because of what they’ve heard from others (reputation)
- A customer decides between a multi-services center vs. a single-focus organization (size)
Positioning Map (p. 287)

The Client’s Perspective

Positioning Map
Provides a visual representation of your organization’s position relative to the competition.

You can plot your organization on an X/Y axis based on any two criteria for each specific stakeholder group, and compare your competition on the same X/Y axis.

In this example:

• Organization A is well-positioned – they have a reputation for being highly effective in providing a variety of services.
  • Organization A’s positioning strategy would be to emphasize the quality of their work and the variety of their services through a marketing campaign.
• Organization B is not well-positioned. They are seen as having few services, none of which are particularly effective.
  • Organization B could offer more services and work to make each one more effective, but that would put them in direct competition with Org. A.
  • An alternate strategy would be for Org. B to improve the quality of the few services they do have, and then create a marketing campaign to reach a niche market.
Positioning Exercise

- Think about your organization, or a specific program/service of your organization.
- Do a competitive analysis, and answer the questions:
  - What are we competing for?
  - Who/what are we competing with?

<table>
<thead>
<tr>
<th>Who/What Is Your Competition?</th>
<th>For What Are You Competing?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Positioning Exercise (cont.)

- Plot your Positioning Map
  - Select a group of your stakeholders to focus on
  - Determine two criteria they might use to evaluate your organization/program
    - Mark one criteria as the X axis, and the other as the Y
    - Left/bottom are “low,” Right/top are “high”
  - Plot where you think your organization/program falls on the map
  - Plot where your top competitor falls on this map
Branding

- “A shortcut means of identifying an organization, program, or cause in a way that differentiates it from alternatives.” (p. 289)
  - How does your organization/program make people “feel”
  - Conveys the organization/program’s position in the market
- Builds relationships with stakeholders that grow in value over time
- Provides some insulation from competition
  - If all options are equal, *brand* could be the deciding factor

In determining your “branding” there are key questions that need to be answered:

- Is your target audience aware of your organization/program?

- What *attributes* do they associate with your organization/program?

Generally, these answers require market research, but you can start by asking your stakeholders at events, through surveys, interviews, etc.
Branding Considerations

- Cost
- Buy-in – board/staff/volunteers at every functional level need to be invested in the brand for it to succeed
- Coordination/Internal Resources
- Time

Branding Expense
- Requires extensive promotion, “advertising dollars”
- Could involve printing new pieces when you still have piles of old materials

Gaining “buy-in” – branding does not just mean changing your logo
- Your “brand” is the impression you make in the minds of your stakeholders, how you make people feel
- A logo, a tagline, a promotional campaign are all ingredients, but not the whole picture
- You may have to fundamentally change how you operate, what programs you offer, where you offer them, how much you charge, etc.

Re-branding requires resolve
- If your organization is not ready to be able to say “no,” then it's not time to think about re-branding
- Gaining “buy-in” involves more listening than presenting

Coordination
- “National” may not be able to totally control what happens “locally”

Branding takes time!
- It’s not something that can change overnight, it can take months, years
Part 4: The Marketing Mix

- Product – this could be a program, service, or an actual “product”
- Place (Distribution Channels)
- Price
- Promotion (Communications)

Quick Review – Once you have:
- Segmented your potential markets
- Chosen target markets
- Conducted market research
- Determined a positioning strategy
- Done a competitive analysis

You are in a good position to formulate your marketing mix.
The first “P” usually considered is “Product” (or in nonprofits, usually “Program”) because it will help determine place, price, and promotion.
Prioritizing Programs

- The process of:
  - Reviewing all the programs being offered
  - Determining which programs to focus on

- Portfolio Analysis
  - Review the main programs (products) being offered by an organization
  - Determine criteria for judging their relative importance
  - Evaluate each program against this criteria

In for-profit enterprises, a huge amount of resources is dedicated to determining what product lines to focus on:

- Scanning the environment for new market opportunities
- Probing the interests, wants, and tastes of customers/potential customers
- Developing prototypes of new products and doing extensive testing

In the nonprofit sector, these types of decisions are complicated by:

- Interests of funders, donors
- Founders, board members, staff, volunteers or others who protect certain programs
- The absence of a marketing mechanism to arbitrate disagreements (for example, providing clear evidence of why a program is not effective)

At the same time, nonprofit managers must make strategic decisions about which programs to run, which to curtail, which new programs to launch, and which programs to eliminate.
## Portfolio Analysis
### MacMillan’s Matrix (1983)

<table>
<thead>
<tr>
<th>Strong Competitive Position</th>
<th>Low Ranking Programs</th>
<th>High Ranking Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Program Attractiveness</td>
<td>High Alternative Coverage 3</td>
<td>High Alternative Coverage 7</td>
</tr>
<tr>
<td>High Program Attractiveness</td>
<td>Low Alternative Coverage 4</td>
<td>Low Alternative Coverage 8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weak Competitive Position</th>
<th>Low Ranking Programs</th>
<th>High Ranking Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Program Attractiveness</td>
<td>High Alternative Coverage 1</td>
<td>High Alternative Coverage 5</td>
</tr>
<tr>
<td>High Program Attractiveness</td>
<td>Low Alternative Coverage 2</td>
<td>Low Alternative Coverage 6</td>
</tr>
</tbody>
</table>

### Program Attractiveness:
- does the program make economic sense – can it easily attract resources.
- High attractiveness =
  - High appeal to groups capable of providing current and future support
  - Stable funding
  - Market demand from a large client base
  - Appeal to volunteers
  - Measurable, reportable program results
  - Could be discontinued with relative ease if necessary (low exit barriers)

### Alternative Coverage:
- are similar services are provided by others. If there are no other large or very few small, comparable programs being provided in the same region, the program is classified as “low coverage.” Otherwise, the coverage is “high.”

### Competitive Position:
- your organization has a stronger capability to deliver a program than others: a combination of effectiveness, quality, credibility.
- “Strong” competitive position =
  - Good location and logistical delivery system
  - Large reservoir of client, community or support-group loyalty
  - Past success securing funding; strong potential to raise funds for this program
  - Superior “track record” (or image) of service delivery
  - Large “market share” of the target clientele currently served
  - Better-quality service and/or service delivery than competitors
  - Superior organizational, management and technical skills needed for the program
  - Most cost-effective delivery of service

Notes from “National Minority AIDS Council Organizational Effectiveness Series: Strategic Planning,” p.49-51,
http://www.nmac.org/publications/download_publications/organizational_effectiveness_series__oes_/582.cfm
Portfolio Analysis Recap

- Signals whether your program is strong or weak, well-positioned or in danger
- The way programs “cluster” in the matrix can indicate the need for expansion or elimination of programs
  - Example: if programs cluster in areas of great attractiveness, but dense alternative coverage, you may be experiencing “mission creep”
- Suggests what strategies are appropriate for individual programs

Additional Resource:
A fourth variable that can be added to the matrix is “Fit” with the organization’s mission and priorities. To see how this can be added to the matrix, see p.49-51 of the National Minority AIDS Council “Strategic Planning” workbook.
Product Life Cycle Stages – Markets Evolve Over Time

**New product development stage** -- very expensive, no sales revenue, losses

**Market introduction stage** -- cost high, sales volume low, losses

**Growth stage** -- costs reduced due to economies of scale, sales volume increases significantly, profitability, prices to maximize market share

**Mature stage** -- costs are very low as you are well established in market & no need for publicity, sales volume peaks, prices tend to drop due to the proliferation of competing products, very profitable

**Decline stage** -- sales volume declines, prices decline, profitability diminishes

- “Sales Volume” and “profitability” can equate other metrics in the nonprofit world:
  - # Donors, amount of donations, # Clients, etc.

- Key Point: Markets evolve over time, so programs and marketing strategies also will have to adapt to keep the organization viable
Program Adoption & Diffusion

- How new ways of thinking and acting are accepted
  - Innovations are “adopted” by a group/individual
  - Ideas spread to other groups through “diffusion”
- For marketers the goal is to identify those who have influence (trend leaders) and encourage them to become “early adopters”

For example, to change behaviors in a group, you could:
- Determine who influences that group (trend leaders)
- Segment them and determine how to reach them
- Market directly to the trend leaders, encourage “adoption”
- Trend leaders then diffuse the idea to others

Six factors speed or impede adoption/diffusion of an innovation:
1. Relative advantage – an improvement on an old idea/method
2. Compatibility with existing values and past experiences – similar to other things that your market already likes
3. Complexity – not difficult to grasp, use, understand
4. “Trialability” – allowing your market to try before they buy
5. Benefits/observability – offers “rewards” that are important to your market
6. Risk – low/no risk involved for the market
Pricing, Costs & Value

- How does your nonprofit set pricing on its programs?
  - Do you feel your stakeholders cannot afford to pay for your programs/services?
  - Do you believe that your services should be free or cost very little because you are a nonprofit?
  - Are these two questions the only ones involved when you set pricing?
Non-financial Costs

- Barriers to meeting your goals that are not financial in nature
  - Social costs
  - Psychological costs
  - Time costs
- Take a “value” approach to pricing
  - Reduce barriers so your stakeholder receives the greatest possible benefit for the price

Before you set pricing, first determine what other “barriers” might exist for your market to engage in your program/service. For example:

- Social awkwardness, embarrassment for the person receiving the service
- Giving up pleasurable activities, changing behaviors in a way that is uncomfortable
- Missing work, or other time constraints like having to travel to a remote location

Value Pricing:
Review all the barriers that might exist for your target market and try to determine ways to reduce or remove each one.
Pricing Objectives

The goals you have for the money you will collect from the program/service
- You may have more than one pricing objective
- Pricing objectives may conflict, so prioritize
- Once the objectives have been identified, set the strategy to achieve them
  - Remember to consider your costs, potential demand, and the competition’s pricing

Pricing Objectives Could Include:
- Profit maximization – e.g., setting high ticket prices for a fundraising dinner where the expenses have all been donated
- Expanding the market – e.g., pricing on membership for new members might be reduced to increase the number of subscribers
- Cost recovery – e.g., pricing an educational program to break even
- Social equity – e.g., setting a reduced fee scale for a legal services for low-income victims of domestic abuse, and subsidizing the rest of the cost through grants/donations
- Other goals

Key Points in Developing a Pricing Strategy:
- Costs – what it will cost you to produce the program
- Demand – how many people are likely to want the program
- Competition – what other programs are likely to draw from your target market
Break-Even Analysis

Break-even Volume = \frac{\text{Fixed Costs}}{\text{Price–Variable Cost/Unit}}

\text{Break-even Fee} = \frac{\text{Fixed} + \text{Variable Costs}}{\text{Number of Participants}}

Determine the break-even fee – the price you need to charge in order to recoup the costs of the program

Separate the fixed from variable costs:
\begin{itemize}
    \item Fixed costs are the same no matter how many people take part in the program
    \item Variable costs depend on the number of people that take part in the program
\end{itemize}

Exercise (separate handout)
Other Pricing Considerations

- Price elasticity – responsiveness of demand to changes in price
- Keep an eye on competition
  - Helps identify price ceiling
  - Reveals ways to offer better products at lower prices

Price Elasticity:
- If changing the price has little effect on demand, the price is “inelastic” and can be raised without causing harm
- If demand closely follows price (elastic), the price should remain steady or drop to increase sales

Keep an eye on the competition:
- Price ceiling is the highest price you can charge without pricing yourself out of the market
- Under-cutting a competitor’s price is called “competitive pricing”
  - Consider the ethical, moral dimensions of competitive pricing
Place: Marketing Channels

- “Marketing channel” refers to the logistics of distributing the product
  - When, where, how a particular product (program) will be made available
  - Ex: marriage counseling services are offered in a local church during evenings and weekends to accommodate working couples.
- Start by analyzing the needs of your end user
- Review your own capacity/capabilities

Making good decisions about marketing channels requires market knowledge (gained through market research).
- You need to learn what your end user’s expectations are for the program in question
  - Ex: will the program need to be local? When should it take place? What’s the best type of venue for the program?

Don’t make the mistake of selecting a channel only because it is convenient for you, even if your organization is the only supplier of the program/service.
- Ex: if a historical society in a suburban community wanted to host inner-city youth at their location, they would need to determine the barriers that would make it difficult to reach their target audience, and work at removing those barriers.
This categorization system was designed for retail, but can fit the nonprofit sector as well.

Think about the program you are going to market – which category does it fall into?

**Convenience Example:**
- A smoking cessation program will need to be extremely convenient if it will succeed because the end user is not likely to be willing to exert much effort to get it.

**Shopping Example:**
- A housing counseling service might fall in the category of "shopping" if the customer is thinking about buying her first home and wants some assistance, but has many different places to consider.

**Specialty Example:**
- A lover of Shakespearean theatre might be willing to go to great lengths to see a production of *A Midsummer Night’s Dream* featuring renowned actors, even if the theatre is many miles away and the show is not conveniently timed.

You need to know your target market and how desirable they find your program/product to make informed decisions about the most appropriate marketing channel.
Balancing the Trade-Off

- The need to *meet the desires of customers* vs. the need to *operate efficiently*
- Options to consider:
  - Decentralize customer contact, centralize operations
  - Offer limited services at branches
  - Collaborate with other agencies

There are several options to consider that can help you balance the trade-off between meeting customer wishes and operating efficiently (saving money):

- Decentralize customer contact, centralize operations
  - For example, using a single staff person at the main office to coordinate a volunteer speakers bureau that travels across the state to discuss education policy at local schools.

- Offer limited services at branches
  - For example, a community health clinic offers routine check-ups and immunizations, but patients need to travel to the main clinic for additional care.

- Collaborate with other agencies
  - This can be especially valuable if the other agency fills in needed expertise or capacity.
  - Collaboration provides added reach to your program.
  - For example, a group of housing agencies come together to create a “Housing Expo” where consumers can come to a central location to learn about purchasing, financing, and more.
  - Another example: a group of theatres purchase the service of a ticketing agency, rather than try to develop their own in-house systems.
Location, location, location

- “Location” refers to physical placement, as well as the kind of experience the program will offer the customer
  - Is the site accessible?
  - Does it provide the right atmosphere?

The three most important aspects of product placement are... location, location, location.

When you determine placement for your programs, consider:

Is the site accessible?
- Considering your target market and their desire for the program, is this a convenient location?
- Example: a youth program located in a 150-year old building in need of repair, off the beaten path, moves to a converted loft space next to a subway stop.

Does it provide the right atmosphere?
- Would your target audience feel comfortable there?
- Example: an immigration agency whose voicemail says “Hello” in five languages to provide a multicultural atmosphere for callers.
Promotion

- The **final step** in the marketing cycle
- Promotion is reliant on:
  - Goals
    - SMART goals: specific, measurable, attainable, reasonable, time-limited
  - Market research
    - Target market, market segment, positioning
  - Portfolio
    - Product, placement, pricing
The Readiness Factor

In the sales cycle, audiences move through stages:

- **Aware** – the audience has heard of your program, but doesn’t know very much about it
- **Informed** – the audience has heard of your program, knows the basic details, but isn’t yet ready to buy.
- **Persuaded** – the audience knows about the program and is ready to buy.

Making the sale:

Monroe’s motivated sequence is a technique for organizing persuasive speeches that inspire people to action. It can be a good short-hand to use in developing compelling promotional campaigns as well. It consists of five steps:

**Attention**

Get the attention of your audience using a detailed story, shocking example, dramatic statistic, quotations, etc.

**Need**

Show that the problem about which you are speaking exists, that it is significant, and that it won’t go away by itself. Use statistics, examples, etc. Convince your audience that there is a need for action to be taken.

**Satisfaction**

Show that this need can be satisfied. Provide specific solutions for the problem that the government and community can implement as a whole.

**Visualization**

Tell the audience what will happen if the solution is implemented or does not take place. Be visual and detailed.

**Action**

Tell the audience what action they can take personally to solve the problem.

The advantage of Motivated Sequence is that it emphasizes what the audience can do. It helps you frame your program around the audience’s capabilities and interests.
Promotional Campaigns

- Let the audience, message, goal and budget dictate the most appropriate means
  - Promotion is not “one size fits all” – a brochure is not always the answer
  - Consider all the methods at your disposal that will reach your audience and your goals, then look for cost-savings
- Evaluate your efforts, and learn from mistakes

Additional Resource: Marketing Plan Outline and Worksheets, Worksheet C: Developing a Promotional Campaign

Some Tips for Cost Savings in Promotion:
- People power – target the “influential people” – every audience you want to reach already listens to someone
  - Those with influence is usually a smaller number than your target audience
  - Use their power to spread your message
- Electronic vs. paper – websites and email are now widely used, so consider using electronic invitations, online brochures, email newsletters, etc.
  - When professionally designed, these can have a greater impact than print versions because of their interactivity; they might also be reusable
  - These can be easier to track and evaluate because “usage tracking” is often embedded
- Print wisely
  - Consider having professionally-designed “templates” printed that you can customize and copy/print at your own office
  - Ask the print shop for any current discounts on paper stock, where you can sometimes save big
  - Avoid over-size printing – it costs more to print and mail
  - Choose ink carefully – one and two-color jobs can be very cost-saving; 3-color is the least cost-effective of all
- Advertising with underwriting – you may be able to find a company willing to pay for your advertising if you give them a “mention”
One simple way to evaluate your promotional campaigns is to use this grid. See the *Marketing Plan Outline and Worksheets, Worksheet B: Promotional Audit*.

Try to track your effectiveness over time so you can see the relative effectiveness of different promotional techniques with different audiences.

Keep in mind that promotional techniques have a “shelf life” – what is novel and innovative today will be old news tomorrow. You will want to try a mixture of promotional techniques to continue to reach your audience.

Most importantly, remember that not all promotional techniques are right for all target audiences. Get to know how they communicate, what messages will resonate with them, and what methods are best to use.
Marketing Assessment Review

- The SVP Organizational Capacity Assessment
  - Communications & Outreach Effectiveness
  - Communications Strategy
  - PR/Marketing
  - Presence & Involvement in Local Community
  - Development & Nurturing of Partnerships
  - Influence on Policy-making

Communications & Outreach Effectiveness
- The quality of your promotional campaigns
- Adherence to branding

Communications Strategy
- Marketing plan, your one-year written communications strategy
- Market research

PR/Marketing
- Using professionals to aid in developing promotional campaigns and materials

Presence & Involvement in Local Community
- Your organization’s reach and influence on the competition (your competitive position)

Development & Nurturing of Partnerships
- Collaborations to extend reach and power

Influence on Policy-making
- Successful advocacy
Additional Resources

- Stern, Gary. *Marketing Workbook for Nonprofit Organizations, Volume I*
- Management Assistant Program for Nonprofits [http://www.managementhelp.org/](http://www.managementhelp.org/)
- General resource for nonprofits [http://www.nonprofits.org](http://www.nonprofits.org)
10 Tips for Evaluation and Focus Groups

Qualitative research that provides leading information and direction for your mission doesn't have to be costly or difficult to organize. Here are ten ideas to keep in mind for evaluation and focus group organization:

1. Plan a regular schedule of listening events involving your clients, “customers” or donors.
2. Listening includes such strategies as evaluation forms, telephone or written surveys, or focus groups in which 12 to 15 persons gather to discuss questions you have.
3. For the best indicator on how you have been doing recently, talk to clients or donors who have chosen to relate to you most recently. Also, consider those who have recently “fallen away.”
4. For clients, key questions may include: How did you hear about us? Would you recommend our service or product to someone else? Why or why not? For donors: What factor(s) convinced you to become a donor? What would influence you to increase your support?
5. Frequent listening is a strategy for enhancing relationships. In marketing your mission, think about all exchanges as a step toward strengthening your relationships long-term.
6. Listening is never “completed.” Use listening strategies to plan short-term, quantifiable goals. Be ready to shift your goals according to what you learn from listening one year to the next.
7. A focus group approach can be quite simple. Plan a list of questions for about 15 attendees. Go over the questions and the prospective invitees with your staff and Trustees to see if they are all the right ones.
8. Invite attendees to a friendly location around the table. Furnish the guests refreshments and offer them some kind of premium to show that you highly value their time and participation.
9. Keep sessions relatively brief, about two hours tops. Have a separate facilitator and recorder. Give out a worksheet upon arrival that details the questions that concern you. The sheet offers early arrivals an opportunity to consider answers for prepared and thoughtful discussion. It also affords guests a chance to make comments anonymously. Explain to guests that you would like to receive their worksheets at the end of the session, but that their concerns may remain confidential by not submitting their name on a worksheet. Explain also that they may receive a report of the focus group later on if they fill out a separate sheet with their name, address and contact information.
10. If you desire to ask particularly sensitive questions, ask them in a mail survey to assure confidentiality by clients and donors if that is what they prefer. Or have third-party consultants run the groups, assuring confidentiality. Candor is the ultimate objective.
E. Program Outcome Studies

The key measures of effectiveness outcomes and impact are difficult to measure but important to keep in mind. After gaining an idea of the resources required to run a program, you can also more generally assess the program’s impact on clients using the following considerations:

- **Inputs**: The resources that are required to operate the program.
- **Outputs**: The immediate, observable results of the program.
- **Outcomes**: How the program affects the client’s life or society.
- **Impact**: The program’s benefit to the client or society.

F. Cost/Benefit Analysis of Program Services

One approach to evaluating organization programs is a cost/benefit analysis. As the name indicates, this entails comparing the costs of providing a service or product with the benefit gained from that service or product by asking a number of important questions:

- What are the projected costs (direct and indirect) of the program?
- What are the revenue opportunities to be gained?
- What are the direct service benefits?
- What would it cost to purchase the service benefits on the open market?
- What intangible benefits are gained by either the organization or the client?
- What assumptions, risks, organizational capabilities, alternative methods, foreseeable changes and other considerations should be taken into account?
Note: An extensive body of literature and methodology exists regarding program evaluation. The analysis suggested here is greatly abbreviated. Ideally, an organization would conduct thorough program evaluation studies on a regular basis. Even without such studies, however, important information can be gained from the type of analysis suggested here.

Unfortunately, doing a cost/benefit analysis on a particular service often proves difficult for nonprofits. Unlike the for-profit sector, which uses the measurement of profit gained for owners and stakeholders as its primary benchmarks for “benefits,” nonprofits do not have an explicit indicator of benefits. Moreover, there may not be comparable services or products with clearly defined prices available on the open market.

In addition, some benefits may be difficult to quantify because they are intangible or literally immeasurable. How, for example, do you measure the “benefit” gained by providing a woman and her child shelter and support for two weeks? Yes, the cost of temporary housing could be calculated (assuming such alternatives were available), but that would not begin to measure the intangible value of that shelter. If your organization offers a service for which no comparable alternative exists or you cannot define what the cost would be to society if the service were not provided, a cost/benefit analysis is difficult. If, however, similar products or services exist whose benefits can be readily measured, then you can calculate and compare costs and benefits to those of the “competing product.” Cost/benefit analysis should not be used as the sole criterion for accepting or rejecting a project or even for measuring success, but it can prove a helpful tool when difficult choices about how to use scarce resources have to be made.

II. Competitive Analysis of Programs

Nonprofits traditionally have not thought about being competitive. While for-profit businesses compete for customers and have very disciplined cultures that provide services or products to paying “clients,” most nonprofits operate in a non-market or grant-based economy in which services do not compete in the open market in quite the same way as for-profit services.

And in the nonprofit sector the “customer” (client) does not directly decide which organization gets adequate, ongoing funding. In fact, traditionally many nonprofits were often the “sole source” for a service, so there wasn’t any choice as to which organization would get funding even if the client did have some say.
Consequently, nonprofits have had less incentive to question the status quo, assess whether clients’ needs are being met or examine the cost-effectiveness or quality of their services. But the competitive environment has changed. Funders and clients are demanding more accountability. “Sole-sourced” nonprofits are finding that their success is often tied to encouraging others to enter the field and compete for grants. Grant money and contributions are getting harder to come by, even as need and demand increase. The trend toward increasing demand for a smaller pool of resources requires nonprofits to rethink how they do business, how they compete for funding.

In light of scarcer resources, nonprofits must assess their programs in order to stay competitive. Organizations need to avoid duplication of existing comparable services (unnecessary competition) that can fragment the limited resources available. Focus and competitive positioning are far better than an attempt to be all things to all people. Furthermore, nonprofits must concentrate on delivering only those services where they can demonstrate value and quality.

A good assessment helps organizations think about some very pragmatic questions:

✓ Is ours the best organization to provide this service?
✓ Can we offer real value to our clients?
✓ Are we spreading ourselves too thin to compete effectively?
✓ Should we work cooperatively with another organization to provide services?

You can use a matrix to assess each current (or prospective) program according to the four criteria described below.

1. **Competitive Position:** the degree to which your organization has a stronger capability and potential to deliver a particular program than other such agencies — a combination of effectiveness, quality, credibility and market share/dominance. Probably no program should be classified as being in a strong competitive position unless it has some clear basis for declaring superiority over all competitors in that program category.

   Criteria for a “strong” competitive position include:

   ✓ Good location and logistical delivery system.
   ✓ Large reservoir of client, community or support-group loyalty.
   ✓ Past success securing funding; strong potential to raise funds for this program.
   ✓ Superior “track record” (or image) of service delivery.
   ✓ Large “market share” of the target clientele currently served.
   ✓ Better-quality service and/or service delivery than competitors.
   ✓ Superior organizational, management and technical skills needed for the program.
   ✓ Most cost-effective delivery of service.

2. **Fit:** the degree to which a program “belongs” or fits within an organization. Criteria for “good fit” include:

   ✓ Congruence with the purpose and mission of the organization.
   ✓ Ability to draw on existing skills in the organization.
   ✓ Ability to share resources and coordinate activities with other programs.
3. Program Attractiveness: the degree to which a program makes economic sense as an investment of current and future resources — whether it easily attracts resources. Any program that does not have high congruence with the organization’s purpose should be classified as unattractive. No program should be classified as highly attractive unless it is ranked as attractive on a substantial majority of the criteria below:

✓ High appeal to groups capable of providing current and future support.
✓ Stable funding.
✓ Market demand from a large client base.
✓ Appeal to volunteers.
✓ Measurable, reportable program results.
✓ Could be discontinued with relative ease if necessary (low exit barriers).

4. Alternative Coverage: the extent to which similar services are provided. If there are no other large or very few small, comparable programs being provided in the same region, the program is classified as “low coverage.” Otherwise, the coverage is “high.”

You should assess each of your organization’s programs in relation to the four criteria cited above. Conduct your assessment internally first by comparing it to others. Second, compare your program to external programs with which you compete.

**Competitive Analysis Worksheet**

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Your Program</th>
<th>Competing Program 1</th>
<th>Competing Program 2</th>
<th>Competing Program 3</th>
<th>Competing Program 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive Position</td>
<td>Fit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Attractiveness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alternative Coverage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


Once you place all programs in the appropriate positions on the worksheet matrix shown above, you can review the “mix” of programs, sometimes called a “program portfolio,” and decide if any adjustments need to be made.

Ideally, an organization would have only two types of programs. The first would be “attractive” programs that attract resources easily to services the organization performs well and where it can compete aggressively for a dominant position. These programs would be used to support programs “unattractive” to funders, with low alternative coverage, but which make a unique contribution and which the organization is particularly well-qualified to provide. The first type of program should be a nonprofit’s core competency because it is best positioned to deliver it effectively. No organization can afford to fund an unlimited number of programs. Every organization will likely have to face difficult
decisions about how to develop a mix of programs that ensures viability as well as high-quality services for clients.

For example, a few years ago there was little funding for case management by AIDS service organizations. Unwilling to let clients fend for themselves in getting the help they needed, many organizations devoted staff time and funds to this service anyway. At the time, this was a very popular service. These days, such programs are more attractive (i.e. fundable), although there is also growing alternative coverage. Therefore, organizations in a strong position to serve clients well, with cultural competence and program expertise, should aggressively compete in this service area. Those in a weak competitive position should consider offering alternative services.

**Articulating Previous and Current Strategies**

All organizations make strategic choices, although often these have neither been recognized nor articulated as actual strategies. Once an organization is in the process of strategic planning, however, it is important to make explicit these unspoken strategies and incorporate them into this deliberate consideration of the organization’s future directions. This should happen as part of the environmental assessment. Planners should look for past patterns of operation or allocation of resources — these are previous strategies; analyze whether those strategies were effective and why; and consider whether or not they should be kept as strategies for the future.

**III. Identifying Critical Issues**

Upon completion of the environmental assessment, a planning committee should be in a position to identify all the critical issues, fundamental problems or choices the organization faces and then identify priorities so the issues can be addressed.

A first attempt to prioritize issues will probably result in a very long list of “critical “issues. Some might indeed be critical but require no action at present and should just be monitored. Some will require immediate attention. Some will be of critical importance to the long-term viability and success of the organization. This last group comprises the issues that are the framework for the decisions you must make next regarding strategies, long-range goals and objectives and financial requirements.
Outline for a Marketing Plan

Here are the components for your plan in a simple order for you to follow:

1. Executive Summary and Introduction – You may begin with a concise introduction or summary briefly explaining the nature of your organization and describing the overall intent of your marketing plan:

   (Sample) “After 20 years of steady growth and human service in the field of developmental delays, Acme Agency desires to initiate a mentoring program involving older adults in interaction with the agency’s adult and child clients. The following plan gives background on the careful research and planning that has gone into the writing of this marketing plan of action. The key contact for questions about this plan is Joe Henderson. He may be reached by dialing___________ or via email at__________.

2. Mission Statement – Include the organization’s mission statement here. If the plan deals with a sub-service of the overall organization, also include the sub-service’s mission statement. Sample mission statements may be found elsewhere in this booklet.

3. Positioning Statement – Short, to the point and using everyday language, these statements convey a sense of character and action. You should have derived a positioning statement by summarizing your board, staff and audience completion to these sample phrases:

   - We’re the people who...
   - We provide...
   - We want to be seen as...

4. Current Assessment and the Marketing Environment – This essential section summarizes the most critical factors working for and against you, in answer to the following questions:

   A.) External – What political, external, societal and technological developments pose opportunities and threats to your organization’s marketing and fundraising efforts? (What laws are being proposed that could impact your organization? What changes in lifestyles and values have a bearing on your future? What demographic developments pose opportunities and threats?)

   B.) Competitive/Collaborative Organizations – What other directly and indirectly related entities are your major competitors for your public’s attention, time and money? How do your outstanding strengths and weaknesses compare to theirs? Are there ways you could work together to attract the public’s attention and support?

   C.) Internal – What range of programs and services do you currently offer? To what target markets? What marketing/fundraising efforts are already underway in your organization? How successful and efficient are they? What would be needed to make them even better? What are your greatest strengths and weaknesses in the areas of board, staff, volunteer involvement in marketing, public relations and fundraising? What have been your answers to the internal Marketing Audit Worksheet and Promotional Audit Worksheet? Consider attaching these sheets to the plan.

5. Market Research – Based on your current mission, ideal positioning and critical issues (internal, external and competitive/collaborative findings), explain how you plan to refine and clarify your position statement and target market initiatives. Write your desired position statement here, along
with target market initiatives. If there are areas you feel still require exploration or additional information, write them here.

6. Marketing Research Findings – If you used market research in order to refine, test and quantify your marketing initiatives, summarize the questions to which you sought answers, the markets you targeted for insights, and the research findings in this section.

7. Marketing Plan – In this section, outline your marketing goals. Each goal you include should contain information on:

- Which of your products (services) you are focusing on.
- Marketed to what primary publics.
- Desiring what benefits.
- At what price.
- From what location.
- Promoting which major features.
- Using which basic promotional techniques.

Under each goal area, list action steps needed to accomplish the goal, along with who is responsible, by when, and what monies will be required. Some people find it helpful to use “Worksheet C: Developing a Promotional Campaign,” available later in this booklet, to focus their thoughts in this area.

8. Budget – Outline what funds will be needed to implement the marketing plans.
Marketing Plan Worksheets  
Worksheet A: Internal Marketing Audit

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Program A</th>
<th>Program B</th>
<th>Program C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost to the Public</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Place Offered From</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Difficulties/Barriers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What Is Needed to Meet Increased Demand?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Target Markets/Users</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Possible Target Markets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How Do People Hear About Us?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Notes on terms**

**Benefits** – What useful results will the public derive from using this product or service?

**Difficulties/Barriers** – Is there anything about your product or service that makes it difficult to understand or use?
Marketing Plan Worksheets
Worksheet B: Promotional Audit

1. Which of these promotional techniques have you used?

   - ___Advertising
   - ___Annual Reports
   - ___Attitude and Atmosphere*
   - ___Billboards
   - ___Brochures
   - ___Celebrity Endorsements
   - ___Direct mail
   - ___Direct sales
   - ___Editorials/Op Ed
   - ___E-mail (targeted email blasts)
   - ___Feature stories (media)
   - ___Letters to the Editor
   - ___Networking
   - ___News Conferences
   - ___News Releases
   - ___Newsletters (printed)
   - ___Newsletters (electronic)
   - ___Posters
   - ___Public Speaking
   - ___Publishing Articles/ Reports/
   - ___Journals
   - ___Radio PSAs
   - ___Special Events
   - ___Specialty Advertising/Premiums
   - ___Talk Shows
   - ___Telemarketing
   - ___Television PSAs
   - ___Trade Fairs
   - ___Videos
   - ___Word of Mouth
   - ___Website

*Consider how hospitable and positive your culture is with strangers.

2. Note the effectiveness of the techniques used from above here:

<table>
<thead>
<tr>
<th>Technique</th>
<th>Distribution/Reach</th>
<th>Cost</th>
<th>Effectiveness</th>
<th>Comments on How to Improve</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: Email blast to members</td>
<td>1,000 members</td>
<td>$150/month for email software hosting, unlimited emails</td>
<td>50% opened the email, 30% clicked on website URL in the message</td>
<td>Write a better subject line; space out emails so we don’t send too many, too often</td>
</tr>
</tbody>
</table>
Worksheet C: Developing a Promotional Campaign

Here are the principles for an effective combination. Don’t forget:

- Gear tools to the audience
- Plan how each can be used for maximum effect
- Pick the right mix for repetition/diversity within budget
- Frequency over time equals reach
- If it worked, do it again
- Don’t abandon the basics
- Stay the course

1. Image – Write a list of colorful and descriptive phrases that best describe how you would like your organization to be seen. (Note: Your key audience members should have been helpful in defining this language.)

2. Message
   a. Describe the average person for whom your message is intended.

   b. What are their special circumstances and sensitivities?

   c. What barriers or resistance to your message might you have to meet and overcome?

   d. What specific action do you wish people to take in response to your message?

   e. In order of importance to your target audience, what are the top three benefits/features?

   f. What is your message?
3. Promotional Techniques to Use:
   a. Make choices you believe will be most effective, keeping in mind budget constraints and how much effort you can realistically put into development and follow through:

   *Note: Some techniques that are “inexpensive” out of pocket, such as talk shows and various forms of media relations, public speaking and special events may be more costly than you think because they are extremely labor intensive.*

   - Advertising
   - Annual Reports
   - Attitude and Atmosphere*
   - Billboards
   - Brochures
   - Celebrity Endorsements
   - Direct mail
   - Direct sales
   - Editorials/Op Ed
   - E-mail (targeted email blasts)
   - Feature stories (media)
   - Letters to the Editor
   - Networking
   - News Conferences
   - News Releases
   - Newsletters (electronic)
   - Newsletters (printed)
   - Posters
   - Public Speaking
   - Publishing Articles/Reports/
   - Journals
   - Radio PSAs
   - Special Events
   - Specialty Advertising/Premiums
   - Talk Shows
   - Telemarketing
   - Television PSAs
   - Trade Fairs
   - Videos
   - Word of Mouth
   - Website

   *Working on signals you send to strangers and visitors

   b. Outline how these techniques should work together to produce the kind of response you want:

4. Implementation Plan – Outline the action steps for carrying out the above, who is responsible, by when, and how much these moves will cost.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Who</th>
<th>Deadline</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>