



# CANCER SUPPORT COMMUNITY™

MONTANA

## *Integrated Marketing Communications Plan*

### **Prepared By**

Clayton Adcock  
Collin Moriarty  
Emily Eynon  
Matt Dewar  
Pepe Mifsud

## ***Table of Contents***

Executive Summary.....	3
Situation Analysis.....	4
SWOT Analysis .....	9
Goals & Audience.....	12
Positioning & Key Messages.....	17
Strategies & Tactics.....	19
Measurement & Evaluation.....	23
Timeline .....	25
Budget .....	26
Appendix.....	28

## ***Executive Summary***

The following plan provides an integrated marketing communications (IMC) plan for the Cancer Support Community (CSC) of Montana. Incorporating this IMC plan into the CSC will help the CSC provide more support and services to cancer affected individuals and families, members of the CSC, and the overall community. This report is an outline of a series of sections that together form an IMC plan, below is a brief overview of what each section of the plan entails and what this report will provide.

The first section of the IMC plan is a **situation analysis**. This section will review the history, background, environment, strengths/ weaknesses, opportunities/ threats, assumptions, and other pertinent information derived from the CSC's business plan. This section generates insight into the CSC, and further allows us to accurately base the remaining sections of the CSC plan to the current condition of the CSC. The second section of the IMC plan is the **goals and audience** section. In this section the goals and audiences are segmented to help create a more focused and personable marketing experience for the audience. In order to achieve the CSC's goals, an eight-step segmentations process is undertaken to determine the most effective audiences.

The next section of the IMC plan is the **positioning and key messages** section. Based on our CSC's position within the current market and the analysis of its target segments, we have developed a positioning statement and four key messages that the CSC need to incorporate into any marketing communications plan. The fourth section is the **strategies and tactics** section. This section lays out a framework for the CSC's marketing goals and practical ways to accomplish the goals. Once the marketing communication goals has been established, they are broken down into different tactics and strategies. The tactics describe what the marketing communication goal will communicate or accomplish, while strategies are how the marketing communication goal will be communicated or accomplished. Lastly, there is the **measurement and evaluation** section, which is the final stage of the IMC plan. This purpose of this final section is to analyze the effectiveness of our recommended strategies and tactics for the CSC through measurement and evaluation of each marketing communication goal. Data analyzed falls under either qualitative (observed) or quantitative (numerical/measured). A timeline and marketing budget has also been included in this section to help put a time-frame and monetary perspective on the recommended plan of action.

## ***Situation Analysis***

The first section of the integrated marketing communications (IMC) plan reviews the history, background, environment, strengths/weaknesses, opportunities/threats, assumptions, and other pertinent information derived from a organization's business plan and or its marketing plan. We will perform the situation analysis to gain insight into the Cancer Support Community Montana, allowing us to accurately base the remaining sections of our plan to the current situation of the organization. Throughout this plan we will be referring to the Cancer Support Community Montana as CSC.

### ***Overview***

The Cancer Support Community Montana (CSC) is a national non profit organization established with the goal of providing support, education and strength for all people directly or indirectly affected by cancer. The CSC's mission statement is, "Cancer Support Community (CSC) is a national non profit organization dedicated to providing emotional support, education and hope for people with cancer and their loved ones, free of charge. Through participation in professionally led support groups, educational workshops and mind/body programs, utilizing the Patient Active Concept, people affected by cancer can learn vital skills to regain control, reduce feelings of isolation and restore hope—regardless of the stage of disease."

The CSC, located in Bozeman Montana, is one of 41 chapters of the national Cancer Support Community and is a stand-alone 501C3, tax exempt, non profit organization. CSC joined the Cancer Support Community in 2007, purchasing without a mortgage a building located on the corner of 11<sup>th</sup> Street and Babcock in 2009. In 2013 the CSC combined its building with the For One Another Family Camp, an extension of CSC that provides supports to families affected by cancer. Later, in 2015, CSC built the Garden of Hope and began to branch throughout the state of Montana, which included adding Kalispell Montana as a sub-license of CSC.

Known for its highly emotional support through a community environment, the CSC has become one of the respected cancer support organizations within Montana. All money raised by the CSC stays within the state and is directed straight into efforts to provide support and strength to all individuals and families affected by cancer in Montana.

## ***Types of Support Provided***

The CSC works to support more than 700 people per year who are affected directly or indirectly by cancer. The community offers a number of support groups, activities, educational programs and several youth and family orientated events free of charge to any members of the public whom cancer affects.

The sessions work to provide environments where people who are affected by cancer (both directly and indirectly), can seek support, strength and a sense of community through education, encouragement and healing.

### ***Support Groups***

Through the sharing of experiences and relevant information, these regular meetings provide an environment for people affected by cancer to sustain and encourage one another. The CSC offers an array of different support groups for different types of cancers.

### ***Activities***

The CSC runs numerous activities such as art classes and hiking adventures free of charge, intended to help strengthen and heal those who are affected by cancer. Loved ones are more than welcome to join.

### ***Education***

These sessions are provided to help those affected by cancer through broadening knowledge on topics related to cancer treatment and recovery.

### ***Youth and Family Orientated Events***

Provided for youth, these activities are intended to provide a place of support and a sense of community.

### ***Funding and Cost of Support***

The CSC is free of charge to patients, supported by a \$458,000 budget raised annually through partnerships, sponsorships, donations, merchandise and fundraisers. The fact that the programs are provided for free is extremely important to the community members of Bozeman, as it enables clients to focus on their health and well-being and not whether or not they can afford help.

The CSC raises \$10,000 annually through the sale of custom license plates, which it inherited from the Cancer Family Network of Montana. All proceeds from the license plate stay in Montana, and are directed to those who are affected by cancer through the CSC. A new license plate is being developed, with the goal that the new plate will consistently raise more than \$25,000 per year for the organization.

## ***Marketing***

The CSC's existing marketing involves online as well as more traditional marketing communications. In order to raise awareness, their marketing is done through a few different channels including brochures, website, emails, social media, and fundraising events.

### ***Online***

The website has helpful links that are easy to follow, however may appear outdated to some visitors and may benefit from having regular updates. One way the CSC uses marketing to persuade individuals to use their services or donate is with their testimonials column on their website. This includes personal reviews of past experiences from participants who chose to share. The reviews are all positive and can aid in persuading people to use your services. The CSC provides the option online to sign up for their newsletter – a seasonal report which keeps the recipients up to date on current news, events, classes, fundraisers, and other issues relevant to the non profit and its clients.

### ***Social Media***

The organization has a following of over 1200 people. The page is updated frequently, sometimes multiple times daily with any information related to the organization. Facebook is the only form of social media used by the organization.

### ***Promotions/Events***

There are two gifts available for purchase on the website, a brew of *Hope Coffee* and the *Cancer Awareness Bracelet*. They also hold events, such as the upcoming fundraising dodgeball tournament as well as the downtown car show. Not only are these events a big help with the funds, they also help the organization to increase awareness throughout the community and participating companies and individuals.

## ***Competition***

The CSC is one of the only well-established cancer support groups in the Gallatin Valley. According to their Facebook likes, the CSC has a strong reputation with the community and there are few competitors. In the greater Montana area there are more groups, however most are unable to offer the wide variety of support that CSC can.

### ***MMORE***

- Multiple Myeloma Opportunities for Research & Education is a national organization that focuses on education, research, and awareness of Myeloma.
- They are present in the Bozeman Deaconess hospital as a knowledge center.
- MMORE does not have a support group in Bozeman.
- MMORE's focus is more on information and education for people diagnosed with Myeloma, compared with the CSC's personal support and community based activities.
- The organization has a presence on Facebook, LinkedIn and Twitter.

### ***Breast Cancer Campaigns***

- People are very aware of breast cancer, the various nationwide organizations that offer breast cancer specific support and how to donate to these.
- Organizations such as Tough Enough to Wear Pink and the National Breast Cancer Foundation have large established donor bases and a larger network of resources compared with the community based CSC.
- There is not one specific breast cancer organization primarily based in Montana which gives the CSC an advantage as being the primary organizations that offers support for breast cancer.
- The CSC also offers quite personalized and face-to-face support when compared with these larger organizations.
- Typically, these organizations position themselves similarly to the CSC by offering free education and support groups.

Most of the CSC's competition is secondary. These are other non profits in the valley that people may decide are better places to donate time and money, but don't necessarily focus on providing support for those afflicted with cancer. Examples of secondary competition include:

### ***Big Brothers, Big Sisters***

- Program to help children going through adversity.
- The organization works to match adult volunteers with children experiencing hardship in their lives - with the goal of developing positive relationships that will have a direct and lasting effect on the lives of young people.
- Very good community relations.
- Partnerships with local businesses.
- Three locations throughout the Gallatin County.
- The organization's reliance on volunteers means that adults within the Gallatin community may give time to Big Brothers, Big Sisters rather than to the CSC.
- The organization has a presence on Facebook, YouTube, LinkedIn, Twitter & Pinterest.

### ***Emerson Center for Culture & Arts***

- The Emerson is well known in Bozeman and has a very positive image.
- Their facility is able to host a variety of events such as church services, concerts and art galleries. Small groups are also able to meet.
- Donations come from a diverse group of people due to the variety of events held and the local historical significance the Emerson holds.
- Compared to the CSC it is very easy to donate to the Emerson through their website.
- The Emerson has a strong social media presence on Facebook. Their Twitter and Instagram presence is much weaker.

### ***Reach, INC.***

- Reach, INC is a local organization that focuses on working with adults with developmental disabilities.
- They are well established in the Gallatin community and have many positive relationships with local businesses.
- Reach hosts community involvement events such as dances and art auctions.
- Reach is able to pay employees for many of the positions held. This is a good option for those looking to give time to a good cause and puts the CSC at a disadvantage.

As for the custom license plate, the CSC has no direct competitors for cancer support. The secondary competitors for license plates are health related non profits. They include:

- Disability Rights of Montana
- Alzheimer's Association Montana
- American Diabetes Association
- CASA of Montana
- Eagle Mount
- March of Dimes
- Montana Hope Project
- Tough Enough to Wear Pink

Aside from these non profit license plates available, the CSC is also competing with the hundreds of other customized license plates available for purchase.

## *Allies*

The CSC values and is invested in collaborations and partnerships with the Bozeman's medical community to form a comprehensive healthcare team. Collaborating with other businesses in the community enhances the CSC's ability to provide services and fund their programs. The following businesses work to provide volunteers, classes, or activities for members of CSC:

### ***Ripe. Food & Wine***

- Provide cooking classes and recipes for CSC members
- Come to the CSC house

### ***Bozeman Magic***

- Local magic shows for CSC youth
- Come to the CSC house

### ***Ridge Athletic Club***

- Inspirational Warrior Board

### ***Rootstock Acupuncture***

- Local Acupuncturists
- Offer free mini acupuncture sessions to members
- Come to the CSC house

### ***Montana State University***

- Awareness campaigns during sporting events
- Cancer awareness hats
- Partial proceeds from hat sales go to CSC

### ***First Interstate Bank***

- Volunteers

### ***Bozeman Deaconess***

- Posts and informs of CSC events

### ***Rocky Mountain Bank***

- Monetary Donations



# SWOT Analysis

(An analysis tool that identifies all of the strengths, weaknesses, opportunities and threats of an organization)



## **Strengths**

The CSC has a positive reverence in the Gallatin Valley. Cancer support is a cause that touches most people's lives in the community, and is also a cause that people feel good about supporting. The organization meets numerous different needs by supplying an array of programs such as support groups, excursions, yoga classes, cooking classes, educational classes, dietary classes, and a wig program. The CSC Facebook page has more than 1,100 likes, which allows the organization easy communication between community members that support their cause. Their license plate is the only cancer organization license plate in which all proceeds will stay in Montana. Purchasers of the license plate get satisfaction of supporting CSC, and will be able to display their support to other drivers on the road.

## **Weaknesses**

Since the CSC's budget is solely based off of fundraising, the budget for additional marketing campaigns is limited. The CSC website is would benefit from updates. Currently the site contains a number of broken links, insufficient information for volunteer programs, pixelated images and several other issues. Unfortunately, due to budget constraints, purchasing a website renovation is not an option. The CSC has limited social media diversity. The Facebook presence has over 1,100 followers, however this is the only social media platform that they use

which limits their ability to reach a diverse audience. Finally, due to high costs of design and submission, the proposed license plate project has been limited to a single attempt. The final submission of the updated license plate (due on September 1<sup>st</sup>, 2016) will be their only possible submission within coming years due to budget constraints.

### ***Opportunities***

The CSC has opportunities to increase awareness of their organization and also of their updated license plate launch into two new markets. On the topic of the license plate, the first market is Montanans that have been affected by cancer, either personally or through a loved one. This market can be targeted by instilling compassion and sympathy toward the CSC patients. The second market is the people who are in need of a new or renewed license plate. This market should be targeted because they are the key to raising the goal of \$25,000 annually through the license plate project. There are also further opportunities that will raise awareness for the license plate project and also for the organization as a whole. First, is a remodel or re-creation of the CSC website to eliminate issues described in the weaknesses section. Secondly, the CSC has an opportunity to expand and diversify their social media presence.

### ***Threats***

The CSC has three aspects in which there are competitive threats. First, support groups such as those offered at Bozeman Deaconess and Healthy Gallatin can affect the support of CSC. Second, there are opportunities for volunteer services and donations/sponsorship outside of CSC such as Big Brothers Big Sisters, Special Olympics, Haven, or Cap mentorships. Lastly, the updated license plate project is the most threatening factor. There are more than 130 different license plates offered in Montana. This massive selection offers an array of plates that support causes similar to CSC, as well as plates that apply to customer's desire for style, community support, collegiate support, environmental support, individuality, and affordability.

## ***Strategic SWOT Analysis***

After conducting the SWOT analysis of the CSC, our team developed a strategic SWOT analysis by identifying environmental data factors based from the opportunities we found for the organization. The strategic SWOT is a comprehensive analysis tool that further analyses strengths, weaknesses, opportunities and threats of environmental data collected from a static SWOT. The Strategic SWOT analysis can be found in appendix.

Following this, we analyzed our suggested action procedures to determine the top four prominent factors, which we believe will be the most beneficial to the organization to implement because they will have the greatest impact on the bottom line.

Updating and diversifying the social media presence of CSC will help raise awareness in markets such as people who are directly or indirectly affected by cancer and people who are in demand for a new or renewed license plate. A wider presence on social media will also help spread awareness of CSC's need for volunteers and programs they offer.

We believe that promotional materials could serve multiple purposes in a local setting such as encouraging CSC and local business collaboration, inspire volunteers, and raise awareness of the organization and license plate project to directly and indirectly affected by cancer.

The CSC has a positive relationship with local media such as television news, the *Bozeman Daily Chronicle*, and radio stations. While resources to purchase space on media are scarce, if

used effectively it could encourage support to the CSC and raise awareness of the license plate project.

Conducting a survey focused on selecting the most popular license plate option. This survey may also allow CSC to determine the best license plate design, and help us understand the marketing communications steps necessary to increase sales of the license plate when it is launched.

# **GOALS & AUDIENCE**

This section of the IMC plan is an analysis of the CSC's goals and segmentation of its target audiences. This is done to create a more focused and personable marketing experience for all stakeholders. Following identification of recommended goals, a precise eight-step segmentation process is undertaken to determine the most effective target audiences that will work to achieve the CSC's goals. Once both of these have been established, marketing communication efforts can be directed most efficiently to those who will respond and interact with the CSC to bring about the most benefits.

## **Goals**

The goals of an IMC plan are defined as desired outcomes, and must be specific, simple, realistic and measurable. We recommend goals of the CSC's IMC plan can be broken down into three distinct categories. This plan is focused on our marketing communication goals which will drive achievement of the marketing goals, which will in turn help achieve the organization goals.

### *Marketing Goals*

- Raise \$50,000 from sale of new license plate the first year, and raise \$25,000 in subsequent years
- Increase yearly donations
- Increase and create a more consistent network of volunteers

### *Marketing Communication Goals*

- Increase and maintain knowledge of the new license plate.
- Increase overall community engagement.
- Increase donor base and maintain conviction within current CSC donors.

## **Segmentation**

An audience of an IMC plan is defined as particular groups to which marketing communications are directed. A precise eight-step segmentation process was adopted when configuring target audiences. The process is broken down below to show how different audiences might engage with the CSC.

### **Step 1: Identify The Reference Market**

The reference market focuses on what needs of the market CSC satisfies, who comes to them, and how the CSC satisfies the needs of the market. The CSC meets its market needs by providing compassionate and empathetic support to those affected by cancer. The CSC also provides free educational services and activities to those affected by cancer.

### **Step 2: Macro-segmentation**

After identifying the reference market, our next step is to select a macro-segment to determine one "what," "who," and "how" from the reference market that best resembles the CSC services. We have determined this to be:

***"Cancer affected families seeking compassionate emotional support."***

### **Step 3: Detecting Variables for Micro-Segmentation**

Following our macro-segmentation of the market, analysis is further broken down into micro-segmentation of variables. When detecting variables for micro-segmentation we begin the process of understanding why beneficiaries, donors and volunteers would choose the CSC. We segmented these variables into the categories of searched benefits, socioeconomics, psychographics, and geographic characteristics.

#### *Searched benefits*

- Sense of community
- Types of programs offered
- Quality of the facility
- Special Events hosted

#### *Demographic*

- Income willing to donate to cancer support
- Level of education towards cancer
- Age

#### *Psychographic*

- How severely donors and volunteers have been affected by cancer
- Level of interest to volunteer
- Level of interest to donate
- Level of interest towards cancer
- Interest in supporting the individual's community
- Beneficiaries' placed importance on family

#### *Geographic*

- Proximity to CSC
- Accessibility of the facility
- Accessibility to alternative support
- How many beneficiaries have families

### **Step 4: Selecting Variables for Micro-Segmentation**

This step involves analyzing our list of potential variables we generated in step 3 in the goal to extract two variables we believe will provide the most insight into consumer decision making. When choosing an emotional variable, we believe that "*Interest in cancer related issues*" would be most insightful because this variable captures the degree in which individuals are likely to get involved in cancer support programs. We also determined that "*Interest in supporting the individual's community*" would be the most effective esthetic variable. This variable captures the degree that individuals support local businesses and organizations.

### **Step 5: Variable Operationalization**

This step involves quantifying the micro-segment variables that we selected in step 4. We will measure "*Interest in cancer related issues*" variable by the time spent online by individuals reading, listening and watching information about cancer. We will measure the "*Interest in supporting the individual's community*" variable by the percent of money spent on local businesses.

**Step 6: Micro-Segmentation Chart**

The micro-segmentation chart sub-divides the measurements of our variables into nine different groups. This provides a visual key to more effectively choose our target segments.

Time spent online learning about cancer				
Percent of money spent locally		Low	Medium	High
	High	Local Lover	Disconnected Montanan	Empathetic Investor
	Medium	Otherwise Focused	Unconvicted Local	Knowledgeable indifferent
	Low	Narcissistic Tourist	Convenient Consumer	Cancer Compassionate Travelers

**Step 7: Selecting Target Segments**

This step involves selecting the target segments. After the market has been segmented, the next step is to identify which target segments we recommend that you pursue.

**Selected Segments:**

**Disconnected Montanans:** This segment of people loves the Bozeman area and support local businesses. They participate in local events and have a large sense of pride for the community. They are willing to donate to cancer support due to average knowledge about the disease and their strong pride for supporting the Bozeman community. Do not expect the disconnected Montanan to place the cancer support in importance over other organizations in the community.

**Empathetic Investors:** This segment is invested in the Bozeman area. Empathetic investors involve themselves in the community by volunteering, and are possibly beneficiaries of the CSC and/or are donors of the CSC. They or a close family member has most likely been affected by cancer. It can be expected that the empathetic investor donates to the CSC and is involved with CSC volunteering.

**Un-convicted Locals:** This segment somewhat cares about the community and Bozeman area and spend some money locally, however they aren't fully committed to supporting the Bozeman area. This group has also not been fully convicted to support cancer related causes. They hold basic knowledge for the cancer disease, as well as the CSC. They would be willing to donate small donations to non profits as long as it is convenient for them.

**Knowledgeable In-differents:** This segment is involved with cancer issues, but not necessarily in the Bozeman area (they donate to larger cancer organizations). This segment spends some money on local goods, but they don't make it a point of theirs to support local businesses. This segment could be found traveling and taking their volunteer efforts to cancer support outside of the state.

**Cancer Compassionate Travelers:** This segment cares heavily about cancer related causes, they contribute donations and volunteer work. However, this segment isn't invested in the local community whatsoever. This segment is more concerned about traveling and exploring the world rather than staying and supporting a single city.

**Unselected Segments:**

We chose not to select the groups listed below, as these groups mainly have a low level of responsibility felt towards supporting cancer affected individuals/families, or have low level of community/Montana involvement.

**Local Lovers:** This segment heavily supports local business, but they don't necessarily care about cancer and are not involved in any cancer support.

**Otherwise Focused:** The segment's interest in the community is limited. They do not feel obligated to support local business. They do not put a focus or interest into cancer or cancer support.

**Narcissistic Tourists:** This segment has no focus on the community or on cancer support, and likely only focus on themselves. Most of the individuals in this segment do not live in Bozeman year round and instead just visit during summers and occasionally for ski vacations.

**Convenient Consumer:** This segment is focused on buying for their own personal benefit rather than support local business. They are not avid volunteers but have been affected by cancer and will support if it is convenient to them.

***Step 8: Capturing Target Segments***

The final step in segmentation is to identify what type of strategy will be adopted given our chosen target groups named above. Based on our market research and analysis, we have chosen to adopt a differentiated strategy. This approach aims to market unique solutions for multiple different customer segments. Adopting a differentiated strategy enables us to select communication styles that are appropriate for each group, and will work best to help achieve our goals. This is because marketing communication efforts will vary in effectiveness for each identified target group.



## ***POSITIONING & KEY MESSAGES***

This section of the IMC plan forms the basis for any marketing communications the CSC will undertake, and is a vital stage of the plan. Based on our analysis of the CSC's position within the market and also an analysis of its target segments, we have developed a positioning statement as well as four key messages that need to be incorporated into any marketing communication activities.

### ***Positioning Statement***

Positioning is the perception offered by an organization that resides in the consumer's mind regarding the nature of the organization, its products, and/or its brand relative to the competition. A positioning statement is the way through which a organization's brand is communicated to consumers, and expresses the ways in which the organization exists in consumers' minds. We have developed the following positioning statement for the CSC -

***“The Cancer Support Community Montana provides emotional support to cancer affected families through free activity-based programs in a unique community environment.”***

### ***Key Messages***

Derived from a positioning statement are key messages, which are for external use and outline the core ideas an organization wishes to communicate to its target audience. There are a number of requirements for something to be a key message, however the key attribute for each is that they must be “own-able” – they must each reflect the way the CSC operates. We have identified the following key messages for the CSC:

1. Unique
2. Emotional Support
3. Family Oriented
4. Activity Based Programs
5. Free Programs

We have provided examples for each key message that we have identified. These examples should act as a small elevator speech if one was asked what the CSC offers.

#### ***1. Unique***

- a. The CSC is the only cancer support community in Bozeman, allowing there to be one central and significant location where the community can go for cancer support.
- b. The CSC offers unique emotional support programs structured in a community environment for patients and people affected by cancer.
- c. Located in a large house, the CSC is able to offer amenities such as a kitchen and lounge areas not typically found in traditional support areas.

## **2. Emotional Support**

- a. Through group sessions and caregiver support groups the CSC offers emotional support structured in a community environment for beneficiaries.
- b. The CSC accomplishes effective emotional support by providing personalized compassion and empathy toward patients.
- c. The CSC provides accurate help from reliable medical professionals.

## **3. Family Oriented**

- a. Family Camps are intended to provide a place for fun, support, and sense of community for entire families.
- b. Kid Support, Children's Art Programs, and Aspen Roots give children and young adults a safe and comforting place to ask questions, express themselves, and find support.
- c. Caregiver support groups offer education and support for families affected by cancer.

## **4. Activity-Based Programs**

- a. The "Healthy Excursion" program is an exercise-inspired program for people at any stage of a cancer diagnosis and their friends and family. A variety of rotating programs are offered which include: 5K training, hiking, climbing, gardening, walking & wellness, fishing, and swimming.
- b. The CSC's Cooking program - one of the more popular programs, holds a monthly session to help people learn about basic healthy foods, while learning how to creatively prepare them.
- c. Art therapy is an effective means of using creativity and self-reflection to promote healing and well-being.
- d. The CSC offers camping programs, located at popular weekend retreats in Big Sky and Emigrant. This is a time of healing, relaxation, friendship, education and laughter for Montana men and women who have experienced cancer.
- e. Mind and Body Classes are offered as a combination of stress-reduction and strength-building for anyone affected by cancer.
- f. Drop-in yoga classes are available 2 days a week to help participants gain strength, flexibility and balance.

## **5. Free Programs**

- a. The CSC provides wigs and free fittings for those going through chemotherapy.
- b. The CSC offers free Activity-Based programs such as cooking classes, art therapy and many more listed above.
- c. The CSC offers free emotional support to patients and families through group sessions and community based programs.

## **Conclusion**

We believe that positioning the CSC as a free-of-charge, family oriented, activity-based emotional support center will be most effective for our marketing communications. Through careful consideration of the identified key messages, any planned marketing communications using this positioning are likely to succeed in portraying the CSC to our target segments and will, in turn, bring about positive benefits to the CSC.

# ***Strategies and Tactics***

The purpose of this section is to lay out a framework for the CSC's marketing goals and practical ways to accomplish them. This is done by breaking down each goal into a marketing communication goal. Marketing communication goals are ways to communicate the marketing goals to the audience. Once the marketing communication goal has been established, it is broken down into different tactics and strategies. The tactics describe what the marketing communication goal will communicate or accomplish. Strategies are how the marketing communication goal will be communicated or accomplished.

## ***Marketing Goals***

Marketing goals define desired accomplishments through our marketing activities. The focus of this report is not necessarily on the marketing goals, but on the leverage on the marketing communications goals that include strategies and tactics to help achieve those goals.

*Marketing Goal One: Raise \$50,000 from sale of new license plate the first year, and raise \$25,000 in subsequent years*

Incorporating the new license plate will be a way for the CSC to raise funds consistently. The license plate also allows for people to make donations to the CSC and be involved with the CSC, without having to donate too much time or effort.

*Marketing Goal Two: Increase and create a more consistent network of volunteers*

Currently the CSC has a great network of volunteers who do so much to help those affected by cancer. Increasing this network however, will give the CSC more resources and enable them to provide greater support and care to even more people affected by cancer.

*Marketing Goal Three: Increase yearly donations*

The CSC currently has a steady donor income. However, increasing the yearly donations will supply the CSC with even more support. Getting previous donors to consider donating more yearly, will help to increase yearly donor income.

## **Marketing Communications Goals**

These goals, are the way in which the CSC's marketing goals will be communicated to the selected target audience. The primary focus of this report is leveraged on these goals and the strategies and tactics attached to each.

*Goal One: Increase and Maintain Knowledge of the New License Plate*

- **Strategy** - License Plate Launch Plan  
A launch plan is necessary for the release of the new license plate. There are hundreds of license plates at the DMV and therefore it is entirely necessary that the best plate design is chosen and maximum awareness is achieved within the Community. People have to know how to obtain the plate and what it supports.
- **Tactics** -
  - **Survey** - Conduct a survey throughout the Bozeman community at high traffic locations, determining which license plate design (out of the available six) is most preferred by the greater community. Use results to choose the best possible design.
  - **Flyers** - The license plate must be linked to the CSC and people have to know about it. To do this, we recommend creating flyers detailing the new license plate

and distribute them throughout the community at local businesses and at the DMV.

- **Newspaper** - Partner with the *Bozeman Daily Chronicle* to create a story regarding the launch of the new plate and how it will help cancer victims.
  - **Social Media** - We recommend utilizing the CSC Facebook to announce and promote the new license plate, again detailing how helpful it really is to local cancer victims.
  - **Radio** - We recommend CSC to underwrite a spot on *Yellowstone Public Radio* that announces the new license plate.
  - **Website Banner Ad** - Announcing the license plate. Make an interactive ad that people can click on which plate they like most.
- 
- **Strategy** - Leverage Advertising  
Advertising is completely necessary for the launch of the new license plate, and must be maintained in order to continually raise \$25K annually.
  - **Tactics** -
    - **Flyers** - Again, people must know about the license plate and have it on their mind whilst entering or in the DMV. For this reason, flyers are a great help - maintain distribution throughout Bozeman and keep a presence at the DMV on the information rack.
    - **Newspaper** - Advertise regularly within the *Bozeman Daily Chronicle* detailing information regarding the new license plate and its benefits to cancer victims.
    - **Underwriting on YPR** - We suggest that the Directors/Volunteers of the CSC schedule underwriting with *Yellowstone Public Radio* to highlight the importance of the CSC to cancer patients.
  - **Strategy** - Digital Marketing  
Use of digital resources is another great communications tool that we suggest the CSC use to consistently educate and promote within the community regarding the license plate.
  - **Tactics** -
    - **Website** - A banner can be created on the CSC website with information about the license plate. The banner can remain on a long-term basis and visitors to the website will always be exposed to the idea that the CSC has a license plate available.
    - **Social Media** - Consistent status updates and advertising can occur on the CSC's Facebook page regarding the license plate. The Facebook page has a wide reach and therefore information will be able to be received by a large number of people.
  - **Strategy** - Leverage Public Relations  
Public relations are an excellent communications tool to maintain a consistent flow of information to the community regarding the new license plate, and the benefits/support it brings to cancer victims.
  - **Tactics** -
    - **Newspaper** - The *Bozeman Daily Chronicle* can run annually/semi-annual pieces on the CSC and what it does, supports etc. Towards the end of each one mention how simply purchasing the license plate can be of great support to cancer victims.

- **Radio** - Directors/Volunteers of the CSC could be scheduled to appear on local radio, again detailing how much the CSC helps the victims of cancer. Towards the end mention how purchasing the license plate can help victims.
- **Event** - The CSC Kickball Jamboree, a Bozeman-wide Kickball Tournament held at Christie fields. This one-day event will be held in September and will be a pay-to-play event (\$15 per player) in which teams will receive a free CSC shirt/ team jersey. Gift certificates to the Co-op will be rewarded to the winning team members. Local business will be invited to sponsor parts of the events such as the T-Shirt Jerseys. Food trucks will be organized to provide food and drink throughout the day.

*Goal Two: Increase Overall Community Engagement*

- **Strategy** - Loyalty Program  
We suggest creating continuous involvement with past volunteers in the surrounding community.
- **Tactics** - Loyalty Packages
  - For every 25 hours of volunteer time, loyalty packages will be given to the volunteers. These could include things such as free shirts or coupons to local businesses. The free gifts will increase in value as the hours of volunteering goes up.
- **Strategy** - Digital Marketing
- **Tactics** - Improve engagement through our various existing platforms including:
  - **Website** - A user friendly place to find all organization related information with easy links to follow
  - **Social Media** - Improve reach through continuous promotion - including events, donation opportunities, etc.
  - **Instagram** - Continue to reach out on different social media platforms such as Instagram.
  - **YouTube** - Based on of existing classes the CSC has, we suggest providing DIY videos to follow along with at home. These will include videos of basic meal preparations, basic yoga exercises from our yoga classes, etc.
  - **Blog updates** - We suggest posting the email newsletter in a blog format and post these blog updates on the social media accounts.
- **Strategy** - Public Relations
- **Tactics** - Community based ads and events through the following:
  - **Newspaper** - The *Bozeman Daily Chronicle* can run annually/semi-annual pieces on the CSC and what it does, supports etc. These pieces can encourage new donors, while reminding past donors to donate again.
  - **Radio** - We suggest that the Directors/Volunteers of the CSC schedule underwriting with local radio stations to highlight the importance of the CSC to cancer patients.
  - **Event** - The CSC Kickball Jamboree, a Bozeman-wide Kickball Tournament held at Christie fields. This one-day event will be held in September and will be a pay-to-play event (\$15 per player) in which teams will receive a free CSC shirt/ team jersey. Gift certificates to the Co-op will be rewarded to the winning team members. Local business will be invited to sponsor parts of the events such as the T-Shirt Jerseys. Food trucks will be organized to provide food and drink throughout the day.

*Goal Three: Increase Donor Base and Maintain Conviction Within Current CSC Donors*

- **Strategy - Loyalty Program**  
A loyalty program is a way to continuously show appreciation for the individuals who donate to the CSC's cause.
- **Tactics -**
  - **Incentives** - As individuals donate more to the CSC they will be rewarded by incentives. For smaller donations, you could be awarded with items such as t-shirts, key-chains and magnets. As individuals continue to donate, their incentives will increase in value such as plaques, picture frames or coupons. Finally, for large donations, we could offer naming a part of the building after them or acknowledging their contribution with a monument.
  - **Mail / Email** - Creating a constant dialogue with donors will remind them that they can always donate more to the CSC. Becoming more personal with these individuals will encourage them to feel obligated to donate more.
- **Strategy - Leverage Public Relations**  
Public relations are an excellent communications tool to maintain a consistent flow of information to the community regarding the importance of donating to the CSC.
- **Tactics -**
  - **Newspaper** - The *Bozeman Daily Chronicle* can run annually/semi-annual pieces on the CSC and what it does, supports etc. These pieces can encourage new donors, while reminding past donors to donate again.
  - **Radio** - We suggest that the Directors/Volunteers of the CSC schedule underwriting with *Yellowstone Public Radio* to highlight the importance of the CSC to cancer patients.
  - **Event** - The CSC Kickball Jamboree, a Bozeman-wide Kickball Tournament held at Christie fields. This one-day event will be held in September and will be a pay-to-play event (\$15 per player) in which teams will receive a free CSC shirt/ team jersey. Gift certificates to the Co-op will be rewarded to the winning team members. Local business will be invited to sponsor parts of the events such as the T-Shirt Jerseys. Food trucks will be organized to provide food and drink throughout the day.

**Conclusion**

The strategies and tactics outlined in this section of the IMC plan directly tie in with all three of the previous sections outlined within the IMC plan. The overall focus of this section is to continually increase and improve knowledge of the CSC within the community, so to increase donations, support and resources of the CSC. That way, more individuals affected by cancer will be able to be cared for and supported improving their overall wellbeing and happiness through such a difficult time. The next step of our plan will detail how the IMC plan's goals, strategies and tactics are performing through measurement and evaluation.



## **Measurement & Evaluation**

The final stage of the IMC plan is to analyze the effectiveness of our recommended strategies and tactics for the CSC through measurement and evaluation of each marketing communication goal. In order to do this, relevant data is to be gathered, reviewed and interpreted to determine whether the CSC is on track to reach its desired position. If any changes are necessary once this has been completed, then they will be made in order to help the CSC move closer to achieving its marketing communication goals. Data analyzed falls under either qualitative (observed) or quantitative (numerical/measured). A timeline and marketing budget has also been included in this section to help put a time-frame and monetary perspective on the recommended plan of action.

### **Marketing Communication Goal 1: *Increase and Maintain Knowledge of New License Plate***

The following are continuous ways in which we suggest the CSC measure and evaluate the community's knowledge of the new license plate (once it has been chosen).

- *License Plate Launch Plan*
- Distribute surveys focused on the following questions:
  - Are you aware of CSC?
  - Did you know that they have a license plate?
  - Did you know they just launched a new license plate?
- *Public Relations*
  - Record total number of mentions.
  - Measure the "Space" of the mentions, (how much information was written about the CSC).
  - Analyze who mentioned CSC. Was it the *New York Times*, a local newspaper, or a regular blogger?
- *Digital marketing*
  - Measure shares, comments, and likes through Facebook analytics.
  - Use Constant Contact to keep track of email click-throughs.
  - Use Constant Contact to keep track of website traffic.
  - Analyze personal testimonials about CSC.
- *Advertising*
  - Surveys asking how people heard about CSC.
  - Measure knowledge of the CSC before and after advertising campaign to determine effectiveness of the advertisement.

### **Marketing Communication Goal 2: *Increase Overall Community Involvement***

We recommend measuring this marketing communication goal through the following ways -

- *Volunteers*
- We will keep a volunteer log book which each volunteer will sign in to for each event to ensure they are credited/recognized for their time. This will be our way of keeping track of the number of volunteers and at which event they helped.
  - Record total time spent volunteering
  - Measure change in time spent volunteering over a set time
  - Measure satisfaction using periodic surveys.
- *Business partners*
  - Measure total number or percent change over a set time period

- Satisfaction with partnerships will be closely monitored at all times
- *Social media*
  - Measure shares, comments, and likes through Facebook analytics.
  - Analyze personal testimonials about CSC.
- *Annual CSC Kickball Jamboree*
  - Measure number in attendance for the tournament taken from a physical head count of the crowd as well as number of participants.
  - Amount of donations raised at each event.
  - Change in attendance and donations raised each year.

**Marketing Communication Goal 3: *Increase donor base and maintain conviction within current CSC donors***

We recommended that the CSC measure and evaluate this marketing communications goal through the following quantitative measures -

- *Donations*
  - Record current amount of donations per quarter in financial statements.
  - Record current number of donors that donate per quarter in financial statements.
  - Measure the change per quarter in amount of donations and amount of donors.
- *Loyalty Program*
- Quantified and recorded each quarter in financial statements.
  - Record current amount of donations per quarter in financial statements.
  - Record current number of repeat donors per quarter.
  - Measure the change per quarter in amount of donations and amount of repeat donors.
- *Annual CSC Kickball Jamboree*
  - Record number in attendance for the tournament taken from a physical head count of the crowd and how many people sign up to participate.
  - Record amount of donations raised at each event.
  - Measure the change in attendance and donations raised each year.



# Timeline

The timeline below is based on our marketing communications strategies and tactics outlined in section four of this report. The timeline shows when to implement tactics over the next year.

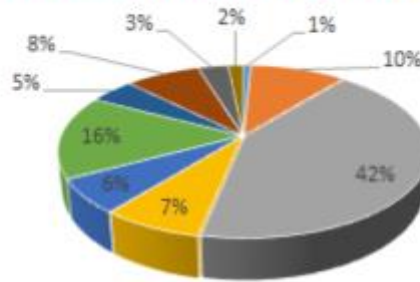


## ***First Year Marketing Communications Budget***

- Survey
  - The surveys will be conducted and designed by volunteer work. Data input and analysis will be done by CSC employees. This work is estimated at \$50.00.
- Flyers
  - Flyers will be designed by professional designer at a going rate of \$50.00 per hour, this design should only take 1 hour. Distributing the flyers will be put into volunteer hands. Printing these flyers at Kinko's on-sided will cost the following:
    - 3000->\$1470
    - 2000->\$1180
    - 1000->\$590
- *Bozeman Daily Chronicle*
  - An ad in the *Bozeman Daily Chronicle* under the non profit discount for a 2x5 inch column full color prices out at \$221.38 for a weekday and \$230.00 for a Sunday.
- Underwriting on *Yellowstone Public Radio* would cost \$500 per year. This would cover one spot per month.
- Paying an intern to manage posts on Facebook and Instagram would cost \$480 per year. This is based on 2 posts per week for Facebook and Instagram, roughly 1 hour of work per week at \$10.00 per hour.
- Update Website would cost \$200 per year. This includes the cost of paying an intern to upgrade the website two times per year.
- Postal stamp expenses for physical mail would come to \$100 per year.
- Using Constant Contact to keep track of emails sent would cost \$408 per year for up to 2,500 contacts.
- Loyalty Programs would include T-shirts to give away. A bulk order of 75 custom printed T-shirts would cost \$300.
- Annual CSC Kickball Jamboree
  - This kickball tournament will be held at Christie fields which will cost \$360.00 to rent from 10:00 AM - 3:00 PM. If we expect 150 players to participate, we will need 150 shirts priced at \$3.89 per shirt for printed, Hanes - Full color logo Tee. We will need a supply of kickball balls (Voit) priced at \$5.51 each, supplying 10 balls for the tournament will be sufficient.

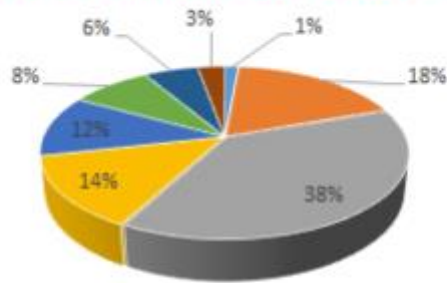
Using these budgetary items, we have developed two budget options for the CSC's marketing communications. The Large budget will consist of all the tactics that we priced above, this budget will be totaled at slightly less than \$6,400 per year. We also developed a smaller budget that consist of most of the tactics that we priced above. The smaller plan will not consist of the Annual CSC Kickball Jamboree and we have reduced advertising in the *Bozeman Daily Chronicle* by 50%. This smaller plan comes to a grand total slightly less than \$3,500 per year.

### First Year CSC Marketing Budget - Large



- Survey
- Bozeman Daily Chronical
- Email
- Loyalty Program/Giveaways
- Website Updates
- Flyers
- Social Media
- Community Events - Kickball Jamboree
- Yellowstone Public Radio
- Physical Mail

### First Year CSC Marketing Budget - Small



- Survey
- Social Media
- Website Updates
- Flyers
- Email
- Physical Mail
- Bozeman Daily Chronical
- Loyalty Program/Giveaways

### Conclusion

The continual measurement and evaluation of each marketing communication goal will enable the CSC to continually move closer toward achieving its marketing goals. It is critical that data collected on each marketing communications goal is effectively evaluated help move the CSC in a positive direction and achieve its marketing goals. That way, the support the CSC can offer to cancer affected individuals and families within the community will be the greatest - which is the ultimate goal of the CSC and our IMC plan.

# **Appendix**

## **Cancer Support Community**

### *License Plate Survey*

What is your Gender?

Male \_\_\_\_\_ Female \_\_\_\_\_

Do you currently have a custom license plate?

Yes \_\_\_\_\_ No \_\_\_\_\_

Have you or your family ever been directly or indirectly affected by cancer?

Yes \_\_\_\_\_ No \_\_\_\_\_

Would you be willing to pay an additional \$50.00 for a license plate if 100% of proceeds went to Cancer Support Community Montana?

Yes \_\_\_\_\_ No \_\_\_\_\_

Would you be willing to pay an additional \$25.00 per year for your license plate if 100% of proceeds go Cancer Support Community Montana

Yes \_\_\_\_\_ No \_\_\_\_\_

Is It important to you to support local organizations?

Yes \_\_\_\_\_ No \_\_\_\_\_

What is your Age?

20-30 \_\_\_\_\_ 31-40 \_\_\_\_\_ 41-50 \_\_\_\_\_ 51-60 \_\_\_\_\_ 60+ \_\_\_\_\_

Which of these license plates do you prefer?

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4. \_\_\_\_\_ 5. \_\_\_\_\_ 6. \_\_\_\_\_

How would you improve your preferred license plate?

# Cancer Support Community License Plate Survey

1.



2.



3.



4.



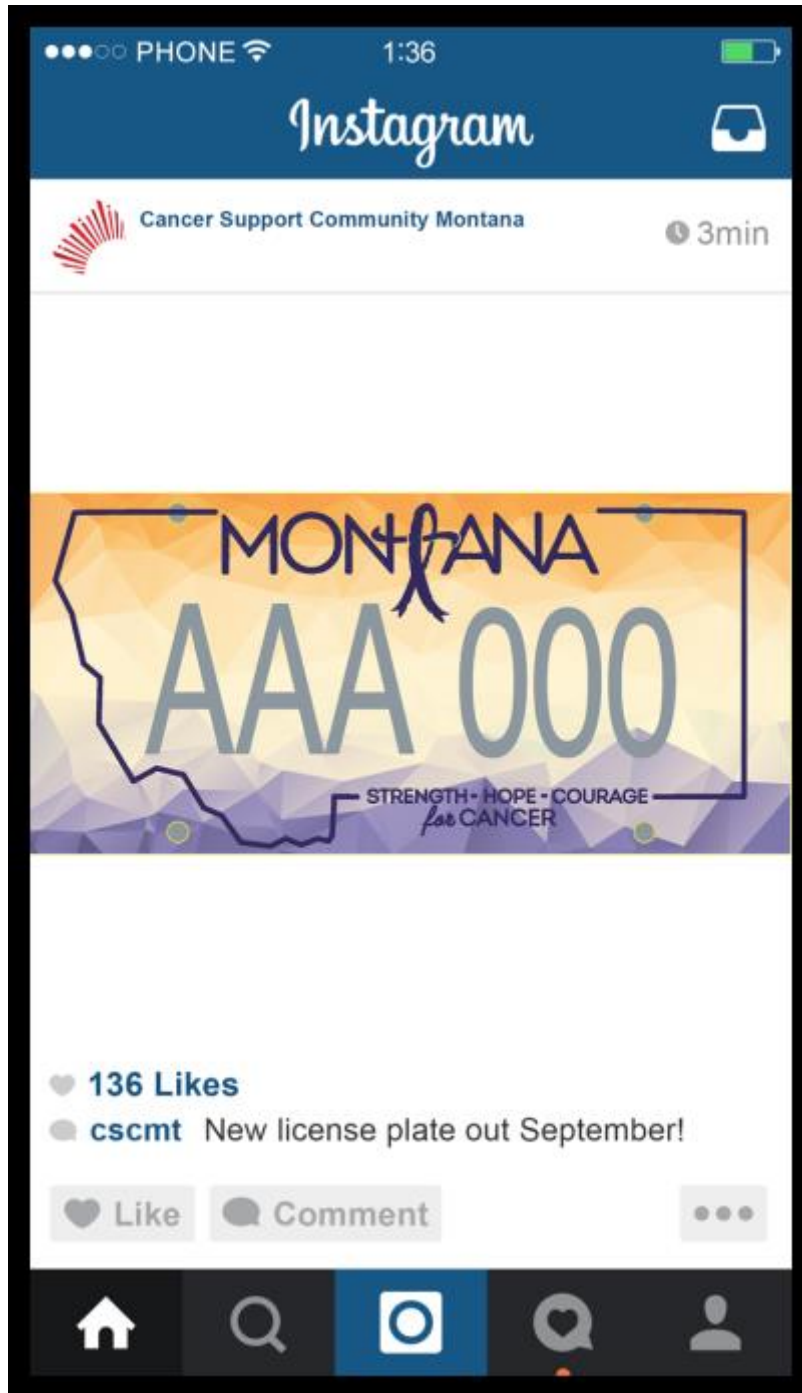
5.



6.



**Mock Instagram Post:**





**Mock Facebook Post:**



**Mock Website Banner:**



**Mock Bozeman Daily Chronicle Ad:**



**So no one  
faces cancer  
alone**

Call us @ (406) 582-1600  
or come say hi @  
102 S. 11th Ave.  
Bozeman, MT 59715



**Mock License Plate Flyer:**



**CANCER SUPPORT  
COMMUNITY.**

**MONTANA**

**SUPPORT THE CSC BY  
PURCHASING THEIR NEW  
LICENSE PLATE:**



**All Proceeds goes to the  
Cancer Support Community**

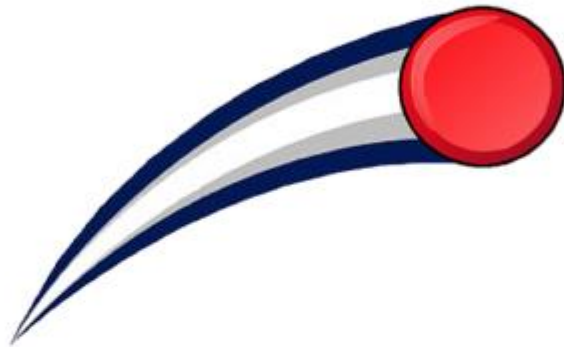
Find out more about the poroject at  
[Cancersupportmontana.org](http://Cancersupportmontana.org)

**MAKE A DIFFERENCE TODAY!**

*Mock Kickball Jamboree Flyer:*

**COMING THIS  
SUMMER!**

**FIRST ANNUAL CSC  
KICKBALL JAMBOREE!**



**SEPTEMBER 18TH**

All Proceeds goes to the Cancer Support  
Community

**TOURNAMENT STARTS AT 10 A.M.  
AT CHRISTIE FIELDS**

\$15.00 Per Player, Free CSC Team shirts

Sign up at [Cancersupportmontana.org](http://Cancersupportmontana.org)



## Cancer Support Community

### Strategic SWOT Analysis

Environmental Data	Opportunities	Threats	Strengths	Weaknesses	Actions
Social Media	Twitter Instagram Pinterest YouTube SnapChat	Time Effectiveness Gaining followers	Community Oriented Free exposure wide audience	Volunteers aren't consistent Current Website doesn't integrate well with social media Not updated consistently	Create a diverse set of social media accounts Research relevancy Update website to incorporate new forms of social media Maintain consistency between the platforms of social media applications Maintain regular updates to all platforms
Local Businesses	Restaurants/Cafes Bodega MSU Mail DownTown	Other established partnerships No interest in donating/volunteering	CSC is a good cause Most people are affected by cancer in some form Association will help businesses with public relations	May have smaller volunteering funds	Request donations from supporting businesses Display of CSC Posters/Flyers Provide publicity for supporting business on social media accounts Create Badge for supporting businesses that show customers they donate to our foundation
People directly and indirectly affected by cancer in Montana	Buzzsman Diaconess Directly to patients/families of the CSC MSU Public venues DMV	Commitments to other causes	People in the market have been directly affected by cancer whether in themselves or in a loved one Most people are affected by cancer in some form	Lack of Awareness	Create flyers encompassing license plate project Target on social media to commit to supporting CSC Target at Buzzsman Diaconess Conduct License plate survey
Website Update/Improvement	Graphic design student volunteer More involvement with social media	People might not want to do it for free	Free website upgrade Opportunity created for a student	Can't pay much for a website Gamble on quality with a volunteer	Promote opportunity on Social Media Promote opportunity in Newspaper Promote opportunity at MSU through flyers Target local web design businesses for volunteer work Offer free publicity on website and social media for the individual or business that volunteers work
People in demand for a new or renewed license plate	Auto dealerships DMV Car Insurance	Low desire to pay extra to support CSC Numerous license plates offered Cheaper alternative license plates	This market needs to purchase license plates	Difficult to determine who is in the market	Conduct License plate survey Create flyers encompassing license plate project at DMV, auto insurance providers and auto dealerships Utilize radio spot to raise awareness of license plate project Ensure the Chronicle properly illustrates the CSC license plate project Create rack card at local businesses illustrating what the CSC does and license plate projects
Raising Awareness	Local Events (Runs, Picnics, sweet pea) DMV + Auto dealerships Security volunteers License Plate	Commitments to other causes Potential for community to not want to participate	Low cost alternatives Strong Facebook Presence	Lack of social media diversity Lack of funding Lack of help	Conduct License plate survey Create consistent and regularly scheduled posts on Facebook project Utilize connection with The Chronicle to spread the word of organization opportunities and license plate project Create flyers encompassing license plate project
Targeting potential volunteers	People affected by cancer Cancer involved with friends/family Security Fraternity Students	Commitments to other organizations Lack of desire to volunteer Difficult to commit first time volunteers	Good cause in the community Most people are affected by cancer in some form	Insufficient information on website lack of awareness	Update website with more information on how to volunteer Create flyers outlining volunteer information to be placed at local venues such as MSU and Buzzsman Diaconess Offer free meals and apparel to volunteers Promote efforts on social media Offer more diverse ways in which people can volunteer

