

MARKETING PLAN

Prepared & Submitted by:

Boys & Girls Clubs of Greater Any Town Area

Marketing Committee

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EXECUTIVE SUMMARY

1.1 INTRODUCTION

This marketing plan for Boys & Girls Clubs of Greater Any Town Area (BGCATA) has been created by its marketing committee to secure additional funding for growth and to inform board of directors, staff and community of the organization's current status and direction. BGCATA plans to explore opportunities with the target market to recruit additional donors, kids and volunteers. The marketing environment has been very receptive to the organization's product (the kids) and services. Over the next few years, BGCATA can increase its distribution (the Clubs), products, and win new customers.

1.2 ORGANIZATION DESCRIPTION

BGCATA is a four star charitable organization that provides life-enhancing programs and activities to young people ages 7-17, during non-school hours. The original Boys Club of Any Town Area was founded in 1962 by a group of community leaders who recognized the need for a safe place for kids to go after school, during school holidays and summer vacations. The overall vision of the Club changed and started accepting girls in 1996 and became Boys & Girls Clubs of Greater Any Town Area.

Today, we operate six neighborhood Clubs in Any Town Area; operate a summer camp on Sardis Lake in Como, Any State (Camp Anyway); operate an accredited vocational training center (Any Town Area Technical Training Center); and maintain a Central Office in Midtown Any Town Area.

Boys & Girls Clubs is a nationally recognized organization that designs programs that are fun, exciting and educational for kids. Our programs are specifically designed to attract young people into becoming Club members and help them build their self-esteem while giving them the opportunity to feel a sense of belonging and usefulness. Through one-to-one interaction with trained adult staff, Club members learn to make positive decisions about their lives. They do better in school, stay away from drugs and gangs and begin to set personal goals for themselves, which ultimately helps them be responsible citizens of our community. Boys & Girls Clubs provide a safe place to learn and grow; ongoing relationships with caring adult professionals; life-enhancing programs and character development experiences; and most of all, hope and opportunity.

1.3 MISSION AND GOALS

The mission of BGCATA is to inspire and enable all young people, especially those from disadvantaged circumstances, to realize their full potential as productive, responsible and caring citizens. Boys & Girls Clubs of Greater Any Town Area will be a driving force in the lives of all kids through the delivery of quality programs and life-changing experiences throughout the greater Any Town Area area.

During the next few years, BGCATA seeks to achieve the following financial and non-financial goals:

- Financial Goals
 - Obtain funding to continue to expand operations and services to young people and increase the number of Clubs.
 - Increase funding by at least 20% through special gifts, special events, corporate/individual donors and other partnerships/entities.
- Non-financial Goals
 - Recruit new kids – customized logo apparel/merchandise.
 - Enter new geographic markets within Any County.
 - Continue to develop a successful Internet site, while maintaining strong relationships with retailers.

1.4 UNIQUE FEATURES

There are several features unique to Boys & Girls Clubs of Greater Any Town Area:

- The Boys & Girls Clubs of Greater Any Town Area are affordable. Membership dues are kept low enough so that any youth can afford to belong to the Club on an equal basis with everyone else. The membership fee is only \$2.00 during the school year and \$10.00 for the summer. If a youth is unable to pay cash, they can work for their membership by providing service to the Club.
- BGCATA offers a wide variety of programs for youth to choose from. These programs are created according to the interest of the Club's membership. Typical programs offered at BGCATA consist of, but are not limited to, tutoring, science labs, vocational guidance, wood shop, arts and crafts, cooking, environmental projects, parenting classes, swimming, games room, computer classes, basketball, photography, football, cooking, trips and tours and much more.
- BGCATA is a safe place for kids. Adults are not allowed as members.

- BGCATA operates through the generosity of the community. Citizens, businesses and corporations, support the efforts of the Club through private donations. Grants are awarded for specific program areas such as drug awareness, career education and development; etc. United Way and The Phoenix Club are significant players in the overall budget of BGCATA.

1.5 CORE COMPETENCIES

BGCATA seeks to use its core competencies to achieve a sustainable competitive advantage, in which competitors cannot provide the same value to consumers that BGCATA does. Already, BGCATA has developed core competencies in 1) offering life-enhancing branded programs that are nationally recognized among kids; 2) creating a sense of community among kids who participate in programs; and 3) developing a reputation among donors as a reliable organization, delivering programs and services as promised. BGCATA intends to build on these competencies through marketing efforts that increase the number of programs offered as well as new Clubs.

1.6 EXPECTED ACCOMPLISHMENTS

BGCGA will create an opportunity for a new audience to donate to the Clubs. Through the use of this strategic marketing plan, it is our intent to work harder and more strategically to bring in more donor dollars. We expect to raise more money from our current special events. We will consider and implement new fundraising mechanisms, while working within the budget and setting aside marketing and advertising dollars. We expect to increase the education and awareness of BGCATA throughout Any County. We plan to increase our donor list and expect to add more members to the Club. The marketing efforts of BGCATA are vital to helping meet and maintain the overall goals for the Clubs.

MARKET ANALYSIS

2.1 MARKET RESEARCH

Boys & Girls Clubs of Greater Any Town Area currently serves youth within the inner-city and has set strategic goals to pursue new Club locations within the overall Any County area. As the greater Any Town Area continues to grow, it becomes more attractive to business headquarters and industries. According to Census Bureau, the overall Any County population is 897,472 with 210,316 of the population being kids between the ages of five and 19. The Any Town Area population estimates about 645,978 with 181,378 of the population being kids between the ages of five and 18 (see **Figure 2.1**). Specific target areas have been identified through the Capital/Endowment Campaign (see **Figure 2.1-1**). Several growing communities within Any County have an increasing number of

housing and population numbers (see **Figure 2.1-2**). With the addition of new businesses, comes a new work force; hence new purchases of homes by families with children who desire a safe place for their kids to go after school. That safe place is Boys & Girls Clubs of Greater Any Town Area.

2.2 TARGET MARKET

Boys & Girls Clubs of Greater Any Town Area' **Primary Target Market** and consumers of the services and programs provided are: **ANY YOUTH BETWEEN THE AGES OF 7 AND 17**. These youth come to the Club from areas within the inner-city part of Any Town Area. They want a place they can call their own.....A place that offers the kinds of individual challenges and programs they need.....A place where they can “hang out” and just be a kid in a safe, adult-supervised environment. Or, if they want to participate in one or more of the various programs offered at the Club, then they can do so. The children who attend BGCATA are primarily living in the inner-city parts of Any Town Area. Although, we do have children who live in neighboring communities, transportation is always an issue for children in this age category. BGCATA is subjected to an even greater population explosion, in years to come.

BGCATA currently serves over 4,400 kids with an increasing number of kids each year (see **Figure 2.2**). The average Club locations attended are Goodwill Boys & Girls Club and Southside Boys & Girls Club with average member demographics being female, single-parent homes with an income level of \$15,000 or less.

Secondary Target Market includes Financial Donors, Adult Volunteers and Staff.

Financial Donors – This target market also believes in the mission of BGCATA and expresses its commitment to the organization through financial means. They, too, are from all over Any County, with more of an emphasis in the inner-city, where the Clubs are located. Numerous different fundraising activities and special events are provided to the donors for them to select which they would like to support. Some of the donors participate in all activities, while others choose one or two to lend their financial support. Currently, BGCATA's average donor demographics (see **Figure 2.2-1**):

General

- Resides in East Any Town Area (38117);
- 45-60 year old male;
- Married with 1-3 children;
- \$75,000+ household income.

Adult Volunteers – These are individuals over the age of 18 who believe in and support the mission of BGCATA. These volunteers live in and around the inner-city; are unpaid for the services; and reap an intangible reward of helping youth stay on the right track in life. This market is vital to the overall successes of the BGCATA programs. They are committed to their volunteer work and help spread the message about the good of the Club through the entire Any Town Area community.

Staff – This target is truly vital to the day to day operations of the Club. BGCATA employs adult professionals, who are trained to handle the daily tasks of operation. They are truly devoted to the mission of the Clubs and reap satisfaction from their jobs not through financial pay back, but from knowing they are making a difference in the lives of thousands of children in the community. The paid staff at the Clubs work long hours; share and suffer the emotional strife of some of their clientele; work within a very limited budget and never say never when it comes to a child at the Club. Their energy and enthusiasms for the Club is extremely important. Their biggest reward is watching a child grow from an insecure individual into a productive citizen in the community who has a strong sense of pride and self esteem, two qualities that perhaps the child does not receive at home, but certainly receives at the Club.

2.3 MARKETING MIX

Product Strategy – BGCATA currently offers an extensive amount of life-enhancing programs and activities, including the five core program areas and specialized programs such as Job Ready! (job skills), College Bound (college tours), Skill-Tech (computer training), Keystone Club (community service) and many other valuable programs. Surveys will be administered to kids on a continuous basis to receive feedback on programs and activities in which drives them to the Club.

Distribution Strategy – Currently, BGCATA is marketed through the inner-city parts of Any Town Area on a local level. Locations of Clubs tend to dictate our reason for existence and a more diverse group of members. BGCATA currently operates five local Clubs: John Dustin Buckman Club (north Any Town Area - 38107), Ira Samelson Jr. Club (east Any Town Area - 38122), Southside Club (south Any Town Area – 38106), Goodwill Club (south Any Town Area – 38126) and Downtown Porter Club (downtown/south Any Town Area – 38126). This year, 2006, a brand new Club, Hickory Hill Club (Hickory Hill – 38141) will be opened to a new audience of kids and donors, as well as a state-of-the-art Technical Training Center (first in nation for B&GC). Over the next several years, BGCATA seeks to expand our Clubs to communities throughout Any County, focusing on at-risk youth in other

social classes. Regardless of the expansion plans, BGCATA fully intends to monitor and maintain strong relationships with kids and donors to continue the effectiveness of the organization.

Promotional Strategy – BGCATA communicates about our programs and services in a variety of ways. Information about BGCATA – the company as well as our services – is available via the Internet, direct mailings, and in person. The organization promotional efforts also seek to differentiate its products and services from those of its competitors.

BGCATA relies on personal contact with donors to establish the services in our Clubs. This contact, whether in-person or by phone, helps convey BGCATA’s message; demonstrate the kids’ unique qualities; and build relationships. Advertising and public relations currently make up the bulk of BGCATA’s promotional strategy. BGCATA’s staff works with companies to offer short-term promotions tied to events and contests. BGCATA also engages in cause marketing through its contribution to environmental programs, good public relations have followed. Nontraditional marketing methods that require little cash and a lot of creativity also lend themselves perfectly to BGCATA. During the next year, the organization plans to engage in several marketing efforts.

Pricing Strategy – BGCATA prides itself on giving every child, no matter what their household income level, a chance to be a member of the Club. Our Club membership costs are set extremely low, making them affordable for our kids. Annual dues are only \$2.00 p/school year. If a child cannot afford a fee, they are given the opportunity to earn their membership through volunteering or working around the Club. BGCATA’s products and services are priced with competition in mind. Board members and staff work extremely hard to solicit funds to cover operating/program costs to serve kids (ie. Sponsor a Child’s Membership for One Year; Send a Kid to Camp; Sponsor Job Ready! Program; or a scholarship). Evaluation will take place to ensure that our fees are competitive for all of our services, while meeting the needs of our customers (kids).

2.4 CUSTOMER PROFILE

Boys & Girls Clubs of Greater Any Town Area serves:

- Boys and girls ages 7 to 17;
- Children who live in and around the inner-city part of Any Town Area;
- Education levels from 2nd grade to high school;
- All ethnic groups;
- All religions and non-religious;
- Children from all social classes, focusing primarily on all forms of at-risk youth.

MARKETING

3.1 MARKETING OBJECTIVES AND STRATEGIES

BGCATA plans to develop and implement an aggressive marketing campaign through the use of a variety of media, special events and utilization of the strengths of the Board of Directors.

Education/Awareness:

- **Youth Focus - Recruiting**

The school systems and juvenile court should be our primary targets when recruiting at-risk youth to our Clubs; however, not limiting focus on delinquency, low-poverty and inner-city, but at-risk youth as a whole throughout the Greater Any Town Area (Any County). By developing relationships with guidance counselors, principals and court agents we can effectively target children in Club neighborhoods and other at-risk youth offenders that have been involved in non-violent crime.

Our “youth” message can be delivered through posters in neighboring schools (and add ’l focus of city, county, charter and private schools) including specialty items that are available through Boys & Girls Clubs of America (BGCA), such as wrist bands and t-shirts that portray the Clubs as a “cool” place to hang out after school.

A secondary education message must also be delivered to the decision-making adults when recruiting through the schools and court system. This “recruiting process” should be handled on a personal level.

- **Donor Focus – Awareness/More Gifts**

By Club Neighborhood

By increasing awareness on a neighborhood level through contacting local churches, area businesses and neighborhood schools, we effectively increase donor potential for “Adopting Clubs”; thus increasing financial, in-kind and volunteer opportunities.

Through BGCATA Event Marketing

Affordable Trade Show Displays - Every event should be used as an educational opportunity. There are new, lightweight, very affordable tradeshow screens that are easy assemble. This would be a great investment for events such as the Tennis Invitational, Golf Classic, Steak n' Burger Dinner, etc. These same lightweight screen displays could be taken to major donor presentations. Multiple display screens could be created that convey different messages, programs and giving opportunities.

Ticket sales to BGCATA events increase awareness. Through new board members and the new list acquisitions this can be accomplished. Additionally, PR and unsold space opportunities through TV, radio and print agencies are good sources for N/C event awareness.

Public Relations

PR opportunities are everywhere through BGCATA events; Club member achievements; new youth programs; etc. Releases should be sent out anytime something newsworthy occurs. Every time we receive a mention that is one more "impression" creating a top of mind awareness with potential donors and club members. This is the most credible form of education and awareness.

3.2 UNIQUE SELLING ADVANTAGES

- Serve over 4,400 kids each year
- Operate six Clubs, Technical Training Center (first in nation for B&GC), summer camp (Camp Phoenix)
- Our five Core Program Areas
 - *Education & Career Development*
 - *Character & Leadership Development*
 - *The Arts*
 - *Health & Life Skills*
 - *Sports, Fitness & Recreation*
- Our trained, professional staff and their commitment
- Our Youth and their achievements
- Affordability: Membership fee only \$2; or waived for Club service hours
- Provide job and college scholarship opportunities to teens
- Donor Newsletters (*shows how funds are being utilized*)

PRIMARY ELEMENTS	Service to Youth	Dedicated Youth Fac.	Daily Access/Prog.	Trained Prof. Staff	Prog. for Teens
BGCATA	★	★	★	★	★
Boy Scouts & Girl Scouts	★				★
YMCA / YWCA	★		★	★	★
Big Brothers Big Sisters	★			★	

3.3 SELLING TACTICS

- *Will include:* Marketing and Direct Mail Campaigns; Cause-related Marketing; posters in schools; unsold print, TV and radio spots; PR; educational displays, etc.
- We should also pursue the underwriting of another billboard campaign. If Clear Channel will not donate the space again, perhaps it can be secured at a lesser rate and then underwritten by a board member's corporation or another corporate donor.
- *PSAs* – Using elements from the Capital fundraising video a new PSA campaign can be produced with very little investment. Additional elements are available from BGCA. Underwriting should be pursued for this media buy as well as N/C PSAs.
- Email communications administered through a CRM program (GiftMaker Pro)

3.4 CHANNEL OF DISTRIBUTION

- School Systems
- Business/Non-profit Expos
- United Way Campaigns (speaking/displaying to contributing companies)
- Special Events
- Governmental agencies, corporations and other neighboring businesses

Total Annual Budget: \$195,621.00

Total BGCATA out of pocket costs: \$23,845

Total In-Kind: \$171,776

BGCATA plans to secure donors to underwrite a significant amount of the above budget, preventing an overhaul amount of funds being spent throughout the year. Evaluation will take place to monitor the success/failure of the said budget beginning mid-summer. As per the marketing committee, there is a belief that an effective marketing plan and budget is a process for improving donor, board and community relations. Media and government relations will also improve, as will relationships with parents.

2006-2007 Marketing Strategic Plan
Revised 10/06

Aug – Sept 2006

BGC Day for Kids

- PepsiAmericas – Phase I – Neckhangers
 - Value In-Kind: approx. \$25,000

Business Card Print (Annual Budget: \$300)

Sept – Oct 2006

Hickory Hill Club Opening

- Pocket Folder Brochures (Quantity: 500) (Budget: \$1,100) (One-time cost)
 - Value In-Kind: \$1,100
- Grand Opening – Sept 22 – Media Advisories
- Radio PSAs – Latino radio station
- La Prensa Latina article post-Grand Opening
 - Communicating awareness of the opening of the HH Club, the mission of the BGCATA & recruiting kids
 - Sept 15 – October 15 – BGC Hispanic Heritage Month
- Development Department to form partnership with Latino Any Town Area
 - Letter to Executive Director of Latino Any Town Area from Brad or Misti introducing the Boys & Girls Clubs of Greater Any Town Area
 - Partnership brings wide range of possibilities for collaboration...ask LM to promote HH Club to Latino community in Hickory Hill
 - List them as a partner on our website & vice-versa.
 - PR
 - Event/activity at HH Club in observance of Hispanic Heritage Month (contact media)

“The Club Connection” – Donor Newsletter

- In-Kind Value: (Print): \$550
- Budget: \$300 (mail)

IN Memory of/ In Honor of Cards (Quantity: 1,000) (Annual Budget: \$175)

Sept – Nov 2006

Toast for Toys Gala – Nov 9, 2006

- Pre-event, post-event PR work
 - Carrabba's Live at 9 appearance on WREG 10/12/06
- Gala – Nov 9 – Media Advisories
- PepsiAmericas – Phase II – Neckhangers
 - Value In-Kind: \$25,000
- Invitations (Budget: \$500 – print & mail)
- Post-thanks (Budget: \$100 – print & mail)

Nov 10, 2006

Any Town Area Business Journal 2 Page Ad w/ Corporate Sponsor

- Cricket
 - Value In-Kind: \$2,750

Nov – Dec 2006

Year-End Gifts

- Radio PSAs
- Print PSA from B&GCA

Direct Mail Piece for Holiday Appeal \$1,100 In-Kind by Baber

Donor Holiday Cards (Budget: \$600 - print)

Jan 2007

Technical Training Center Opening

- Create marketing piece similar to Hickory Hill Club for a donor solicitation campaign (Budget: \$1,050)
- Grand Opening – PR, Media Advisories

Come On Home

- BGC Nat'l Alumni Association
- Send letters to alums, PR work, see Nat'l website for flyers, brochures, posters (Budget: \$500)

“The Club Connection” – Donor Newsletter

- In-Kind Value: (Print): \$550
- Budget: \$300 (mail)

Jan – Mar 2007

ONE Campaign

- Phase I – Billboard campaign (Contributors: Clear Channel Outdoor, Cricket Communications)
 - 10 billboards, strategic locations
 - In-Kind Value: \$5,500 (Cricket ask)
 - Promote general awareness of BGCATA through the ONE Campaign
 - Sample copy: Invest in Kids
- Phase I – Bus Stop Campaign (Contributors: Clear Channel Outdoor, Cricket Communications)
 - 10 bus stops, Strategic locations
 - In-Kind Value: \$5,500 (Cricket ask)
 - Promote general awareness of BGCATA through the ONE Campaign
 - Sample copy: Invest in Kids
- PepsiAmericas – Phase III Neckhangers
 - In-Kind Value: \$25,000
- TV PSA Production (begin production Jan) (Budget: \$3,000)
 - Release to TV stations Feb - Mar
- Any Town Area Business Journal, The Downtowner, Any Town Area Magazine
 - Print PSA from B&GCA
- Glossy Pocket Folder Brochures (Budget: \$1,000)
- Radio PSAs

Feb – Apr 2007

Direct Mail Piece \$1,100

Steak ‘n’ Burger Dinner

- Pre-event, post-event PR work
- Event date: Media Advisories
- Radio PSAs
- Brochures (Budget: \$900)
- Programs (Budget: \$2,600)
- Save the Date (Budget: \$900)
 - Graphic Design: \$300 In-Kind.
- Invitations (Budget: \$900)
- Post-thanks (Budget: \$100)
- PepsiAmericas – Phase IV – Neckhangers
 - Value In-Kind: \$25,000
- Media Sponsorship (WREG 3)
 - includes event emcee, commercial spots before event, event coverage, “Live at 9” morning show appearance
 - Value In-Kind: \$20,000

“The Club Connection” – Donor Newsletter

- In-Kind Value: (Print): \$550

- Budget: \$300 (mail)

Website Maintenance:

Budget: \$1,200 Annually

Value In-Kind: \$1,200

Apr 2-8, 2007

National BGC Week

- PR, BGC Nat'l Flyers, press releases

May – June 2007

Direct Mail Piece \$1,100

Golf Tournament

- Pre-event, post-event PR work
- Event date: Media Advisories
- Radio PSAs
 - ESPN Sponsorship
 - Value In-Kind: \$15,750.00
- Save the Date (Budget: \$900)
- Save the Date Graphic Design (Kelley & Associates)
 - Value In-Kind: \$300
- Brochures (Budget: \$430)
- Post Thanks (Budget: \$100)
- Printed Agenda
 - Value In-Kind: \$1,026 (FedEx Kinko's)

July – Sept 2007

“Join the Club” Campaign

- Phase II – Billboard campaign (Contributors: Clear Channel Outdoor, Cricket Communications)
 - 10 billboards, strategic locations
 - In-Kind Value: \$5,500 (Cricket ask)
 - “Join the Club” Campaign targets donors and kids (get involved campaign)
 - Photos of Afterschool activities
- Phase II – Bus Stop campaign, 10 bus stops
 - “Join the Club” campaign
 - In-Kind Value: \$5,500 (Cricket ask)
- Posters in Schools (Budget: \$800)
- Brochures (Budget: \$700)
- Radio PSAs
- Print PSA from B&GCA

June – Aug 2007

Direct Mail Piece for Holiday Appeal \$1,100

“The Club Connection” – Donor Newsletter

- In-Kind Value: (Print): \$550
- Budget: \$300 (mail)

SunTrust Tennis Invitational

- Pre-event, post-event PR work
- Event date: Media Advisories
- Radio PSAs
- Save the Date (Budget: \$900)
- Brochures Print: (Budget: \$550)
- Brochures mailing: (Budget: \$240)
- Post-thanks (Budget: \$100)
- Graphic Design for Any Town Area Magazine Ad (Kelley & Associates)
 - Value In-Kind: \$300
- Any Town Area Magazine full page 4 clr. Post-thanks Ad (in October) (donation In-Kind)
 - Value In-Kind: \$3,750.00

ADVERTISING

4.1 PUBLICITY AND PUBLIC RELATIONS

PR opportunities are everywhere through BGCATA events; Club member achievements; new youth programs; etc. Releases will be sent out anytime something newsworthy occurs. Every time we receive a mention that is one more “impression” creating a top of mind awareness with potential donors and club members. This is the most credible form of education and awareness and most of all....it’s FREE.

The director of marketing and committee will actively work to cultivate relationships with the local media by:

- Being knowledgeable about the works of the publication environment;
- Recognizing and respecting the media’s deadlines; types of stories sought and responsible parties handling new stories;
- Placing media on mailing lists to receive publication/marketing materials;
- Providing press releases regularly on special events and programs being offered by the Club;

- Announcing the addition of new board members and submitting their photos to local newspapers;
- Making regular contacts to media to suggest feature story ideas.

4.2 SCHEDULING

(See budget section)

4.3 MONITORING

Monitoring and evaluation will take place consistently throughout each year to determine the successes and failures of our overall goals and objectives.