

MISSION AMARILLO – A NON-PROFIT MARKETING PLAN CASE STUDY

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CASE DESCRIPTION

Primary subject matter for this case includes brand development and strategic attention to target markets. Secondary issues include the marketing plan components: executive summary, situation analysis, marketing strategy, objectives, implementation, and control. As this case pertains to a nonprofit organization, the stakeholders involved will include not only the intended beneficiaries of the nonprofit's attention, but its donors and volunteer supporters. Students will prepare the components of a marketing plan with attention to brand development, particularly with discussion of marketing tactics.

This case has a difficulty level of three-four (junior-senior level) and is designed to address learning objectives in an introductory marketing principles class. Assignments can be approached as small efforts addressing components of the larger marketing plan or as a term project to summarize all concepts covered during the entire term. For the latter, the case can be introduced in two to four class hours with an additional five to ten hours of outside preparation.

CASE SYNOPSIS

The marketing effort for nonprofit organizations is arguably more complicated than for traditional for-profit businesses. The set of stakeholders to be satisfied is larger with potentially conflicting expectations due to nonprofits' reliance on donated time and money. The nonprofit business sector now represents the third largest business category in the United States, and it continues to grow ("With Sector Growth," 2015). It is imperative, therefore, that marketing students be exposed to the requisite complexities of a strategic nonprofit marketing campaign.

Students will be presented with background information on Mission Amarillo, a nonprofit entity based in Amarillo, Texas that seeks to prepare young people for success in life. Jeff Parsons, Executive Director for Mission Amarillo, faces the daunting task of developing the Mission Amarillo brand in order to minister to the considerable need he sees with young adults in the Amarillo, Texas community.

BACKGROUND

Jeff Parsons, Founder and Executive Director for Mission Amarillo, has a passion for kids and young adults. Jeff wants young people to understand their worth and their potential, and he wants to equip them for success in the real world. Jeff is a pastor by trade, with more than 30 years of ministry experience. Mission Amarillo officially came into being in 2010 but has its roots in a Bible study ministry outreach program that Jeff worked with as part of this ministry in

the Texas Panhandle area. Since then, the organization has morphed into a collection of programs, three of which are mentoring outreach efforts.

The Mission Amarillo brand intends to change communities through relationships. These mentoring programs are based on long-term interaction, spanning a 14-24-month time period. While each program is unique, they share the same mission statement of love and service: “Loving our neighbor, Equipping for life.”



Loving our neighbor, Equipping for life.

Due to the programs being relationship-based, they require volunteers willing to serve for an extended time-period. While Jeff appreciates that younger generations prefer to give of their time rather than money, the two-year commitment is a lot to ask. Consequently, they do not have many short-term volunteer opportunities; therefore, volunteers are scarce.

All their programs fall under the Mission Amarillo brand, but they each have their own logos and brands as well. This has complicated the marketing effort to build awareness and community support for the individual Mission Amarillo programs. The Amarillo community tends to associate the Mission Amarillo brand with its shoe program. The shoe program is an integral part of the organization, but the mentoring programs represent the core of the Mission Amarillo ministry. Jeff needs for Mission Amarillo to also be recognized for its three mentoring programs in order for real community impact to occur.

Mission Amarillo is a modest nonprofit and Jeff is the only full-time staff member. He has three strong, part-time employees that help keep the organization running. With Mission Amarillo being a smaller nonprofit in the Amarillo area, money is an issue. Jeff does not currently have a significant level of sustainable funding. Although the organization does have individuals and businesses that donate money on a monthly basis, these are not always enough to fund their programs. . Therefore, Mission Amarillo has two annual fundraising events. FamFest takes place the first Saturday in May each year. Local bands provide entertainment at an area park. This is the larger of the two fundraisers and is a vital part of their annual budget. The Mission Amarillo Banquet and Auction is the organization’s second fundraiser and has been held every year in October. Due to community feedback, this function is not going to be held in 2019, and it is no longer being planned for future years. Despite the fact that these two fundraisers have been successful and have brought money into the organization, they are not considerable sources of funding.

Amarillo is a conservative city with almost 200,000 residents. There are approximately 1,500 nonprofits currently operating in the area (TaxExemptWorld, 2019). In a town saturated with so many nonprofits, competition is fierce for the money that only 20% of the population can afford to donate. In addition, it is sometimes difficult for Mission Amarillo to compete for available donations because its programs are considered controversial by some in this extremely religious community. Furthermore, Mission Amarillo’s programs are likely to have a high failure rate, making it a tough sell to potential donors.

The current Mission Amarillo board of directors is very “green”. Jeff has had trouble recruiting experienced board members with the background and ability to fundraise, plan events,

or otherwise contribute to the organization in a meaningful way. That said, he recently acquired a board member who has been instrumental in building a web presence for Mission Amarillo and a social media platform for the organization. Jeff hopes to see significant increases in public awareness as a result.

MISSION AMARILLO PROGRAMS

The Shoe Closet program was established in 2010 and provides shoes to kids in need within the Amarillo area schools. Since April 2010, more than 9,200 pairs of shoes have been gifted. Typically, the program distributes 300-400 pairs of shoes each year. Prompted by referrals from school counselors, Jeff hand delivers the shoes to the schools. He relies on the direction of school counselors to determine which children receive shoes. Mission Amarillo does not screen or have the ability to screen recipients. The Shoe Closet is Mission Amarillo's only self-sustaining program, based on community shoe and monetary donations. Jeff prefers to receive donations in the form of shoes, as monetary donations tend to be less than the value of an actual pair.

*Mission Amarillo
Shoe Closet*



Mission Amarillo has three mentoring programs with two directors on staff to oversee them: ParentChild+, Driven, and Be-Loved. The recipients of these mentoring programs lack a strong support system, and a lack of commitment has been modeled for them their entire lives. As a consequence, they are ill-prepared for life success, and they are at-risk for perpetuating dysfunctional behavior with their children. Jeff seeks to interrupt this cycle. Young people and youth parents need to be in relationships with mentors over a long enough period of time to learn a new set of behaviors and, more importantly, to learn that they are worthy of having a good life. The long-term commitment of volunteers and mentors throughout the community is absolutely key to effecting the systemic change that Jeff desires.

ParentChild+ was adopted by Mission Amarillo in 2015. This national program works with families living in poverty who have children in the 2-4 age bracket. The ParentChild+

ParentChild+
Equal Possibilities From The Start

program was created because children living in low-income households are at-risk for falling behind academically compared to children in higher-income families. The ParentChild+ program is funded mostly by grants with paid mentors who make a 2-year commitment, making this an expensive program to support. The program receives referrals for clients, with over half of them being refugees. A mentor visits the client's home 2 times a week for 30 minutes. Every other visit, the mentor takes a new book and educational toy. This enables the mentor to model how the family can read and play together. In addition, the mentor teaches parents how to properly

discipline their children. In 2018, the ParentChild+ program had 29 families. This year, there are 17 families in the program, with a waitlist of other families in need.

Driven, founded in March 2015, is a 14-month mentoring program for men ages 18-25 who are aging out of the foster care system. The Driven program hopes to incentivize these young men with a car in exchange for their participation in the program. The number of foster children in Potter County, Texas, has

seen a gradual increase from 241 in 2010 to 359 in 2015, and approximately 22% of these kids are in the 14-17 age bracket (Kids Count, 2019; Pathways, 2019). Young adults aging out of the foster care system are much more likely to experience homelessness, unemployment, substance abuse and generally poor health (Baugh, 2008).

Jeff spearheads this program, which requires the male participants to attend 1-2 mentoring sessions per week. During these sessions, mentors teach that men must “stick and stay” with all aspects of life. This means the men should not leave their family, job, etc. when things get tough; they must stay and work their way through the problems. Driven’s goal is to insert positive male role models from the community into the clients’ lives. The program provides personal finance education and job training. Driven participants are required to make a \$300-\$900 down payment based upon their income before receiving the car, and the car is titled to the participant midway through the program. Driven had a 50% success rate prior to 2019, but success in the current year has declined.

In 2016, the **Be-Loved** mentoring program was created for teenage girls facing an unexpected pregnancy. Amarillo minority and low-income communities have seen an increase in teenage pregnancy (United Way, 2019). This is concerning because teenage mothers are much more likely to live in poverty and to be abused. They are also less likely to provide infants with quality early life experiences and are much more likely to require public assistance services (National Research Council, 1987). Be-Loved receives clients from school referrals. The curriculum has 50-60 lessons that include infant care, budgeting, and career planning. Clients meet voluntarily with their mentor twice a month. Goals

for the teen moms include finishing high school, continuing their education, creating a positive vision for their future, living independently, and being secure enough with themselves to have



healthy relationships in their lives. Be-Loved is operating at capacity and has a waitlist of teen moms looking for assistance.

JEFF'S OBJECTIVES FOR MISSION AMARILLO

Jeff must inspire others to promote the Mission Amarillo causes; he cannot do it single-handedly. Jeff summarizes Mission Amarillo's priorities as follows:

- Mission Amarillo currently has 35 individual monthly donors, considered the most sustainable source of funding. Without monthly donors, Mission Amarillo must rely on grant funding, which has proven to provide only a short-term solution.
- Mission Amarillo needs volunteers willing to make a two-year commitment. Unfortunately, benefactors giving of their time generally prefer shorter-term volunteer opportunities.
- Current board is very green. Jeff has not been able to recruit experienced board members who know how to fundraise, plan events, and otherwise contribute to the organization. This leaves Jeff in the unfortunate position of bearing the bulk of the workload for all of the Mission Amarillo programs.
- Jeff believes that building awareness for the Mission Amarillo brand is key. If he can only make the Amarillo community aware of the unique and effective Mission Amarillo relationship-driven approach, then more people will desire to volunteer. Increased awareness should inspire more people to volunteer resulting in more people being helped. This success will encourage others to participate as mentors and board members and will prompt more people to donate monthly.

Jeff met with a group of business professors from a nearby university, hoping they could provide perspective. Disappointingly, they had no immediate answers, but insisted Mission Amarillo needed a marketing plan. Jeff wasn't convinced it would help, but he agreed to give it a try.

WHAT IS A BRAND?

In simple terms, a brand is the identity that is built for a product. Tangible product characteristics such as a trademark, product features or product name factor into brand development, but so do intangible qualities including consumers' thoughts and feelings about a product. Brands allow consumers to categorize products, options, and ideas. The human brain functions by compartmentalizing all sensory inputs to the body. It is hard-wired to organize, generalize, stereotype and label things, groups and ideas in order to make sense of the world. Thus, brands help consumers to distinguish between the vast array of product options available to them (Kendall 2015).

Over time, consumers come to associate brands with a level of quality, credibility and satisfaction. Thus, brands develop a reputation in the minds of consumers (Choudhury 2018). The identity that is built for a product – its brand – is important because a strong brand equates to consumer preference for a brand. This brand loyalty translates into repeat purchases, higher profitability and greater financial value (Keller, 1993; Farquhar, 1989, Aaker, 1991). For

nonprofit organizations, a strong brand may be associated with increased monetary contributions and higher numbers of volunteers (Venable et al. 2005, Lee and Bourne, 2017).

The financial value associated with a brand is referred to as brand equity. There appear to be several drivers of brand equity: 1) **brand image**, 2) **brand awareness**, and 3) **brand personality**. Brand image can be defined as a consumer's overall mental image for a particular brand. Brand image is shaped by consumers' perceptions of a product's attributes and benefits (Dobni and Zinkhan 1990, Keller 1993, Liu et al. 2014) and also by characteristics of the organization such as size, financial resources, and position in the market (Faircloth, 2005). Brand awareness is a measure of consumer familiarity with a brand and the likeliness that a brand will be recalled from memory (Holden 1992, Faircloth 2005). Brand Personality is a more recent addition to the brand equity conversation and reflects consumers' willingness to attach human personality traits to a brand (Aaker 1997; Faircloth 2005). For example, consumers associate the traits "cool and all-American" with Coca-Cola, the traits "young, exciting, and hip" with Pepsi, and the traits "unconventional, unique and fun" with Dr. Pepper (Aaker, 1997). Additional research shows that consumers can also easily ascribe personality traits to nonprofit organization. For example, one comprehensive study shows that consumers think of PBS as "sophisticated", March of Dimes as "nurturing" and Greenpeace as "rugged" (Venable et al. 2005).

Marketers have long known that consumers buy products not only for what they do but for what they represent. Consumers tend to prefer products with a brand personality that matches to their own actual or ideal self. Thus, brand personality allows consumers to choose products that reflect their own self-image (Sargeant et al., 2008, Klink and Athaide, 2011). Brand personality may be especially important for nonprofits as it is thought to foster relationship building, which impacts nonprofits' ability to attract volunteer and donor supporters (Venable et al., 2003, Faircloth, 2005).

The marketing objective is to shape consumer perception of a brand in such a manner that brand equity is increased, thus delivering the benefits enjoyed by a strong brand, such as brand loyalty, price premiums, and repeat purchase behavior (Keller, 2003; Faircloth, 2005).

BRAND DEVELOPMENT

Brand equity requires consumer loyalty to a brand, which can only be developed when there is an emotional connection between consumers and the brand. Consumers are more likely to develop that bond when the marketing effort creates the opportunity for consumers to have an emotional experience with the brand (Choudhury, 2018). When an experience is personal for consumers, relating to something they are passionate about, then it is meaningful and memorable because it taps into the human senses and becomes an experience that they feel (Pilkington, 2015).

A first step to creating a meaningful brand experience for consumers is to make them aware of the brand. Keller (2003) argued that every encounter with a brand has the potential to change a consumer's knowledge and perception of the brand. The objective for marketers, therefore, is to employ marketing tactics that will foster brand encounters that will be perceived positively. Intentional communication and interaction with consumers are required to shape the brand image perceived as well as to create brand awareness. Marketers will very often associate

the brand with people, places, objects and/or other brands as part of a marketing message. In order for the message to be received positively and to, therefore, positively impact consumers' impression of the brand, marketers need to know what consumers will consider in a positive light and what the effect of linking the brand to other entities is likely to be (Keller, 2003).

Consumers select products based on their ability to understand the characteristics offered by different purchase options and, thus, it is critical that consumers be able to distinguish one brand from other available brands. For tangible products, consumers will compare product alternatives on such characteristics as product quality, durability, style and discernable product features (Keller, 2003). For service and nonprofit product offerings, the decision is more likely to depend on experiential qualities (Sargeant et.al, 2008).

All nonprofit charities tend to be viewed as benevolent by default with no connection to any marketing efforts on the part of the organization. Thus, it is largely ineffective to promote a charitable organization with benevolent descriptors like helpful, reputable, supportive, or sympathetic. Consumers assume these qualities for charitable nonprofits unless given reason to believe differently. Rather, consumers differentiate nonprofit charities based on how ambitious and bold they are, and on the perceived emotional experience likely to be delivered. Consumers prefer to associate with nonprofit charities that can be described as exciting, fun, heroic, innovative, inspiring, and/or modern. One study categorized these qualities as measures of a charity's "Voice" and "Emotional Engagement," respectively. Taken together, this study suggests that nonprofit charities should focus on Voice and Emotional Engagement qualities to differentiate themselves from other charities, emphasizing how they differ from other nonprofits (Sargeant et.al 2008).

The vehicle available to marketers to develop a brand is the marketing mix, which is the set of tactics used by marketers to appeal to a target market and to persuade them to choose a particular brand. The tactics discussion is a central element of a marketing strategy, typically presented as part of a larger marketing plan.

THE MARKETING PLAN

A marketing plan is a written document whose purpose is to identify concrete marketing objectives and a plan to achieve them (Chernev, 2018). The process is unique to every company because the resources and goals of each company are different (Westwood, 2019). The plan must present a persuasive argument for stakeholders, internal and external, to endorse the goals and tactics presented in the plan. More specifically, the plan must satisfy senior management, who will ultimately endorse the funding of a marketing plan (Chernev, 2018).

Traditionally, marketing plans have been considered an important exercise for the for-profit business sector, which is very concerned with generating revenue and profit. It is a more recent phenomenon that the nonprofit business sector has come to appreciate the value of a marketing plan. For a non-profit organization, funding generally comes from community benefactors and volunteers, making the role of informing and persuading stakeholders especially vital. For all business sectors, but perhaps especially for the non-profit sector, it is critical to understand the needs of stakeholders, to engage the targeted audience(s), and to develop

relationships with those an organization intends to serve (Ironpaper, 2017; Sooy, 2017; Dib, 2018; Network for Good, n.d.).

There are six major sections to a marketing plan:

1. Executive Summary
2. Situation Analysis
3. Objectives
4. Marketing Strategy
5. Implementation
6. Control

1. **Executive Summary**

The Executive Summary provides a snapshot of the marketing goal and the proposed tactics for obtaining the goal. This plan section needs to present the key points of the marketing plan. It should make clear the benefit(s) of the plan and entice readers to understand plan details. An effective Executive Summary need be no longer than several paragraphs. It should not present the details in a marketing plan.

2. **Situation Analysis**

There are two components of an Situation Analysis which factor into a successful marketing plan:

- Discussion of the **company** - its values, core competencies, history and resources. Each of these will contribute to its willingness and abilities to carry out a marketing effort, and any plan presented should be consistent with the company's identity.
- Discussion of the **market** - the nature and character qualities of the market, observable trends, and key external environmental factors that must be considered.

Thus, the Situation Analysis involves some *internal* research to clarify the activities, strengths, weaknesses and key resources of the company, AND some *external* research to understand the trends, competitors, needs, and opportunities driving the market.

The Situation Analysis discussion is nicely summarized in a **SWOT Analysis**, which itemizes **Strengths** (that a company brings to a marketing effort), **Weaknesses** (company weaknesses that may hinder success), **Opportunities** (market conditions that a company may choose to capitalize on or pursue, and **Threats** (market conditions that present a danger to a company's marketing efforts) (Chernev, 2018). A SWOT Analysis summarizes the key points of the Situation Analysis, often in bullet form, to present a concise snapshot of the internal and external research completed, and it informs the Marketing Strategies plan section (Westwood, 2019).

3. **Objective(s)**

This plan section should make clear the long-term outcome(s) to be achieved, as well as shorter-term objectives, which offer less daunting interim steppingstones. Objectives for companies in the for-profit business sector typically revolve around sales, profitability and/or market share goals (Westwood, 2019). For nonprofit companies, objectives may be more diverse, involving a variety of stakeholder categories, and they are not generally aligned with generating a profit. For example, nonprofits may be concerned with the number of volunteers they need

and/or with monetary donations as much as they are concerned with the number of clientele served (Ironpaper, 2017; Sooy, 2017; Network for Good, n.d.).

The Objective(s) discussion should concisely identify the metrics against which plan performance can be evaluated and a time frame for performance to be tracked, considering both:

- a. **qualitative** objectives and
- b. **quantitative** objectives.

Qualitative objectives are not necessarily measured but are, nonetheless, important. Examples might relate to capitalizing on a window of opportunity, protecting a competitive position or establishing a market presence. Qualitative objectives also apply to goals that are difficult to measure such as customer opinions or feelings about a product or company.

Quantitative objectives need to be presented in a format against which Mission Amarillo can measure its performance. To state, for example, that Mission Amarillo intends to increase donations by 10% per year does not provide enough direction to establish firm goals. One needs to know what the 10% increase will be multiplied against in make clear the monetary goal that needs to be achieved.

Marketing plan objectives should be articulated with the SMART guidelines in mind:

- **Specific** - avoiding ambiguity and providing clear direction;
- **Measurable** - expressed in quantifiable terms that may be tracked;
- **Achievable** - within the scope of the company's resources and abilities to achieve and in-line with the company's mission;
- **Realistic** - consistent with the realities operating in the market and relevant to market sectors;
- **Timebound** - presented with timing milestones to be achieved.

Objectives need to be based on market realities, both with respect to market potential and to the capabilities of the organization. Thus, company and market research compiled for the Situation Analysis should be leveraged to articulate objectives that embody the SMART guidelines.

Additionally, it is useful to include long-term objectives (with a 3-5-year time horizon, for example) that are broken down into shorter-term goals with less daunting steppingstone time increments (Westwood, 2019).

Objective(s) plan sections are often augmented with tables and/or graphs to better illustrate milestones and timing.

4. Marketing Strategy

The Strategy plan section has several components:

- a discussion of the **Target Market**.
- a statement of the **Value Proposition**.
- a discussion of the **Tactics** to be employed.

The **Target Market** conversation should identify the target customer(s) and important collaborators or stakeholders for success. In crafting the marketing plan strategy, it is important to home in on the group(s) or audiences(s) that are most important for achieving the plan objectives (Chernev, 2018).

This section of the marketing plan should also articulate the characteristics and needs of the target audience(s) as these qualities will inform the Value Proposition and the Tactics to be employed in pursuing the identified market(s).

The **Value Proposition** should make clear what the company has to offer that will be of value to target customers and relevant stakeholders. There are three categories of value propositions to be considered, depending on type of target market to be pursued:

- for the **customer** – *“How does my company offering represent the best value compared to competitive offerings?”*
- for **collaborators** – *“How does my company offering represent the most gratifying opportunity compared to competing opportunities?”*
- for my **company** – *“How does what we are offering represent the best choice for satisfying company goals compared to other options we could offer?”*

For example, if the target market represents a customer group, then the value proposition should be stated with respect to the customer perspective. If the target market is a group of potential volunteers for a nonprofit organization, then the value proposition should be from the perspective of a collaborator group. A company initiative considering a company-internal target audience should present a value proposition that is from the company perspective.

A clear value proposition clarifies the product positioning strategy, informing the brand image to be developed and the company’s unique value or differentiation. A Value Proposition could be phrased thus: *“Our company/nonprofit is the only _____ that _____.”* (Sooy, 2017; Network for Good, n.d.).

The **Tactics** plan section is a discussion of the marketing mix elements to be leveraged in order to achieve the marketing goal(s) - product, price, promotion, and distribution. Each of these elements can be considered a strategic approach to pursuing the identified target market(s).

Regarding **product** strategy, the selection of the brand name is potentially significant depending on the brand image sought. It is important to keep in mind that the promotion strategy will seek to create meaningful associations with the brand name and, thus, the brand name should be chosen to allow for that (Chrysochou, 2010). Of course, the physical features of the product are also critical. Care should be taken to design a product that will provide the functionality needed by the target market. This will become crucial for effective communication of the product benefits (Chrysochou, 2010).

Regarding **pricing** strategy, the price established for a product may be an important way to communicate a measure of prestige, quality, and desirability. Care should be taken to establish a product price that is consistent with the values of the target market, product demand, organizational values and objectives, production costs, competitor pricing for similar products, and the brand image desired for the product. (Cant et al. 2006)

The **promotion** strategy is pivotal in brand development since this tactical element is the vehicle by which marketers create brand awareness and offer consumers a connection to the brand that operates an emotional level (Choudhury, 2018). There are many promotional tools to assist in this regard including strategic advertising and package design, effective use of spokespeople and other public relations tools, effective use of expert opinion and scientific data to substantiate product benefits, co-branding which leverages the brand awareness and image of multiple entities, digital promotion that fosters experiential engagement for consumers, and

effective facilitation and management of the public discourse related to promotion efforts. Promotion tactics need to be sensitive to public opinion and values in order to generate public discourse that is supportive of the brand (Chrysochou, 2010, Choudhury, 2018). Advertising is especially important for building brand awareness. Public relations, on the other hand, is better suited to reinforcing or reshaping brand image in the minds of consumers. (Hilton 2006)

As with the other marketing mix elements, the **distribution** strategy should be consistent with the brand image to be developed and the needs and values of the target market. One distribution option that has gained some traction in recent years is to offer a product in conjunction with a partner company. For example, for-profit companies may partner with a nonprofit company to serve a societal need. To provide a service product in this way effectively leverages the distribution channels of both companies (Hoeffler and Keller, 2002).

5. Implementation

The Implementation plan section extends the Tactics conversation from the Marketing Strategy discussion into much more detail, thereby translating the strategy into an actionable step-by-step list of tasks to be completed. This effort requires attention to infrastructure, staffing, resources, product offering, and deployment. In this plan section, each action item needs to be assigned to a person/job role or group of people who will be held responsible for completing the task in the specified amount of time (Chernev, 2019; Network for Good, n.d.).

6. Control

A critical aspect of persuading stakeholders of the attractiveness and efficacy of a marketing plan is assuring these audiences that plan performance will be monitored for success. This is the discussion to be had in the Control section of a marketing plan.

The primary purposes for this plan section are to 1) establish how progress toward the plan objectives will be measured and 2) establish how gaps in performance will be dealt with. As with the Implementation section, establishing accountability is important. Thus, this section should include:

- the performance standards that will be measured to define plan success or failure;
- the person or people responsible for collecting the data to be tracked;
- the timing for which the data will be collected and reviewed;
- a plan for putting the company back on-track to achieving its goals if goal progress does not meet expectations. (Chernev, 2019; Network for Good, n.d.)

JEFF'S PLAN OF ATTACK

Mission Amarillo has four separate programs with four different target audiences and agendas. However, they are connected by the common objective to equip Amarillo youth for life success. Jeff believes strongly that success for all the programs depends on his ability to communicate the Mission Amarillo quest. Everything hinges on building brand awareness. Somehow, he needs to create a unique brand for the individual programs and connect them back to the Mission Amarillo name.

Jeff decides to consider each of the programs separately, reasoning that the marketing plan for each will need to be as individual as the programs, but where to start... He opens the Mission Amarillo website and browses through the program pages. For him, the images on his

computer screen represent precious lives. The responsibility weighs heavy on him to shepherd these young people, to make it possible for them to have a good life.

Success for these youth won't be achieved simply by caring about them, though. Jeff understands he will need a strategic approach to build brand equity for each of his programs and for Mission Amarillo as a whole. Perhaps the programs need a new brand image. Perhaps Mission Amarillo should partner with another area nonprofit or with an investor who can fund Mission Amarillo initiatives. Maybe Mission Amarillo needs to change the way its programs operate. Maybe the programs need to market a product to increase awareness and to help fund mission objectives. Maybe Mission Amarillo is trying to do too much...

Outside his office, Jeff's team is gathering for their weekly staff meeting. Jeff collects his notes and walks to join the group. "Guys," he begins, "I need your help. We need to set some new goals for our programs. Before we can do that, though, we're going to need some information."

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