

- Situation**
- A non-profit supports programs for various underserved urban populations
  - The programs are designed with a spiritual component but can be adapted for a secular audience
  - Most of the organization's funding has come from grants and foundations, as well as a handful of donors, but there is increased competition for more limited funds
  - These constraints required the organization to focus on revenue streams from programs; however, they were unable to focus on a solid channel plan and go-to-market plan
  - In order to execute these plans, they also required some initial market support including 2-3 prototype campaigns
- Objectives**
- Conduct a feasibility study to determine the available market potential of the core programs and the retreat center
  - Gain funding from donors and foundations to support the project
  - Develop a unique value proposition to support the programs and retreat center
  - Develop marketing strategy and tactical plan
  - Support tactical implementation to re-launch programs and the retreat center
- Approach**
- Conduct feasibility study including segments, potential, share of market and competitive assessment
  - Develop a market strategy framework that establishes a solid value proposition for each channel and that defines and prioritizes specific target segments
  - Conduct a marketing inventory, including materials, attendee interviews, prospect interviews, and audit and augmentation of lists and resources
  - Develop marketing strategy and tactical plan
  - Put together overall marketing strategy and tactical plan
  - Develop detailed marketing plans and calendars for each individual program
  - Develop target lists with contact information and e-mails
  - Implement marketing plan, including prototyping several marketing campaigns, conducting outbound calling coaching and providing e-mail campaign templates
  - Provide strategic and tactical direction for the first several months of implementation, as well as templates and process steps
- Results**
- Two months into the campaign, all initial program spots were completely booked for a full year
  - Additional full-time staff were hired to keep up with the increased demand
  - Gained additional funding for expansion based upon the initial results of the prototype marketing campaigns
  - More new group programs were booked as a result of the initial campaigns than from any other prior client-created marketing efforts
  - The organization now has an updated identity, logo, value proposition and marketing collateral that can be used in any medium
  - After a few years, the organization purchased 2 properties and receives enough revenue without grants or donations to be self-sustaining