

Situation

- A non-profit provides support programs to the urban community, particularly the Latino community
- The programs are generally designed with a spiritual component, however, they may be adapted for a secular audience
- Most of the funding came from grants and foundations as well as a handful of donors
- While those sources were still viable, the number and amount available was reduced and the competition was increased for these limited funds
- The organization was only months away from needing a funding rescue
- In order to increase revenue, the organization needed a better understanding of the market and the competition as well as a more focused marketing plan targeting a much broader audience

Objectives

- Assist in securing a grant to fund the project
- Select and implement programs to drive revenue and growth
- Develop a calendar and sample marketing collateral to kick-start growth

Approach

- Conduct feasibility study
 - Develop market strategy framework
 - Value proposition
- Define customer target segment
- Conduct a marketing inventory
- Develop marketing strategy and tactical plan
- Develop annual calendar
- Implement marketing plan
- Review progress

Results

- Increased demand for programs enabled the organization to hire 2 full-time staff and to look to hire one full-time person to manage each of 4 programs
- Anticipation of an upcoming capital campaign to build a second building
- "A year ago we barely could get one school to book a retreat and now we're booked solid!"
- "A year ago we were just trying to get word out, now we're trying to take word back, we're getting so many calls, sometimes we have as many as 3 retreats a week."
- The next step is to engage Apexx to develop a new website to manage donations, program registrations, and automate many of the tasks that require a lot of staff time