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Arizona Leader Force

“Collaborating For A Bright Future”

December, 2010



Discussion Outline

Discussion Outline

- Task & Objectives – GPUL
- Task & Objectives – Team City Slickers
- Our Approach
 - SWOT Analysis
- Proposed Action Plan



The Task



The Task - GPUL

Problem Presented by GPUL:

- statistics that prove large numbers of disadvantaged population are not tapping into GPUL's many services
- need for increased revenue via fund-raising efforts

Cause of problem as told by GPUL:

- lack of an effective marketing strategy
- lack of viable fund-raising projects



The Task - GPUL

Desired Action Plan told by GPUL:

- Develop an effective marketing strategy for GPUL
- Increase awareness GPUL in the community
- Develop an effective fund-raising strategy



The Task – City Slickers

Problem Agreed To by Team “City Slickers”:

- statistics that prove large numbers of disadvantaged population are not tapping into GPUL’s many services
- need for increased revenue via fund-raising efforts

Cause of Problem Determined by Team City Slickers (TCS):

- Conflict of “public perceptions” as they pertain to GPUL
- Failure to identify a “target” audience for marketing efforts
- Current fundraisers do not properly showcase GPUL as a human services organization



The Task – City Slickers

Required Solution Determined by TCS:

- Update GPUL's branding and marketing efforts in order to:
 - increase awareness for the services GPUL provides
 - broaden and strengthen community support
 - increase donor base



Our Approach



Our Approach

- Assess current marketing materials, social media, print, television, radio and website
- Conduct SWOT Analysis of GPUL's "brand" in accordance with mission and direct service projects
- Recommend actions to achieve objectives, based on findings



SWOT Analysis

Strengths:

- Name identification
65 years history in Phoenix, Arizona
- Young Professional GPUL
- Two major annual fund-raising events, both successful & profitable
- Varied services for housing, counseling, employment assistance and education to poor and disadvantaged



Strengths – Additional Considerations:

- Advantages of the value proposition?
- Current capabilities?
- Competitive advantages (other agencies competing for the same dollars)?
- USP's (unique selling points)?
- Resources, Assets, People?
- Experience, knowledge, data?
- Marketing - reach, distribution, public awareness?
- Innovative aspects?
- Location and geographical area served?
- Processes, systems, IT, communications?
- Cultural, attitudinal, behavioral?
- Management cover, succession?



Weaknesses:

- Victims of own success
- Unsure of current marketing audience
- Too attached to civil rights history
- No long-term strategies to effectively engage multi-generational audiences
- Provide examples – Kiwanis, Rotary – civic engagement



Weaknesses – Additional Considerations:

Disadvantages of the value proposition?

- Gaps in capabilities?
- Lack of competitive strength?
- Reputation, presence and reach?
- Financials?
- Internally recognized known vulnerabilities?
- Cashflow, cash reserves?
- Effects on core activities, distraction?
- Reliability of data, plan predictability?
- Morale, commitment, agency leadership?
- Processes and systems, etc?
- Management cover, succession



SWOT Analysis

Opportunities:

- Demand for quality human services is at an all-time high
- People in need want a name they can trust
- Volunteerism is in high demand
- Donors want to support nonprofits/causes that create transformative change (e.g., “teach a man to fish...”)
- Showcase their excellent services to the community
- Adapt to the ever-changing Phoenix environment which has grown to a technological hub that incorporates the community, government, and the business sectors



Opportunities – Additional Considerations:

- Market developments?
- Competitors' vulnerabilities?
- New markets, vertical, horizontal?
- Niche target markets or specific services/service sectors?
- Tactics - surprise, major contracts, etc?
- Business and product development?
- Information and research?
- Partnerships, agencies, distribution?



SWOT Analysis

Threats:

- Loss of federal funding for programs
- Stricter reporting requirements and scrutinized budgets by federal government.
- Absence of developing innovative services and strategic partnerships with Urban League affiliates
- Risk of being judged on willingness or lack of it to partner with similar/like agencies
- Changing political landscape at the State level
- Unwillingness to accept the need for change



Threats:

- Effects of Political and Legislative climate (especially funding)?
- New services or ideas for services?
- Vital contracts and partners (they rely almost exclusively on governmental contracts for services)?
- Sustaining internal capabilities (limited external fundraising)?
- Obstacles faced?
- Insurmountable weaknesses?
- Loss of key staff?
- Sustainable financial backing (non-government sources)?
- Economy



Action Plan



Action Plan

1. Refine Public Image
2. Expand Target Audiences
3. Explore New Key Messages
4. Test New Media Outlets
5. Develop A Strategic Plan



1.) Refine Public Image

- Many people “know” the Urban League, but not necessarily the “Greater Phoenix Urban League”
- Celebrate the incredible and transformative work you do for people in need (testimonials, stories from people who have benefitted directly from your programs)
- Re-affirm that the organization is inclusive – prove it in your marketing efforts.
- More than a civil rights organization
- “If you want something you have to give it away.”



Refine Public Image – Considerations:

- Move from “civil rights” to “advocacy & service” in order to reach a wider audience, and new generation of supporters.
- The Civil Rights movement is about freedom and liberation – consider the Urban League’s national, centennial theme “I Am Empowered” and determine the link between the two. Conduct an introspective inventory and identify what victories have been celebrated in the last 50 years, and which ones lie ahead. Are they restricted to race?
- CPLC (Chicanos Por La Causa), Valley of the Sun United Way – examples of organizations that provide advocacy services; have excellent programs for their participants



2.) Expand Target Audience

- Aggressively reach out to the entire population in Maricopa County (est. population 3.9 million)
- Create depth in existing audiences (especially seniors)
- Expand breadth into new communities (e.g. Youth, GLBT)
- Consider over-lap with other organizations and tap into their audiences



Expand Target Audience – Considerations:

Position GPUL's mission statement and weblink prominently on :

- Letterhead
- Business cards
- Brochures
- Office signage
- Staff e-mail signature blocks
- All media publications incl. Annual Reports, Announcements, Invitations, Event Flyers, etc.



Expand Target Audience – Considerations:

- In reviewing your key service areas below, consider where there maybe over-lap in target audiences in other community-based organizations.
- **Education** – AWEE, Chicanos Por La Causa, Communities in Schools
- **Employment** – Fresh Start, AWEE
- **Small Business** -
- **Housing** – Habitat for Humanity, A New Leaf, Marc Center, HUD, UMOM
- Are your efforts best combined in order to promote your services to a wider, yet similar audience?



3.) Explore New Key Messages:

- Current messaging is confusing due to a conflict of “public perceptions”
- Update agency message so that it is reflective of the impact of services and constituency
- Organization and its services provide a lot of opportunity for “themes” (ex: “urban solutions”, “building community: one child, business, home at a time”, “preparing our children for success”, “providing hope to the disadvantaged”)



Action Plan

Explore New Key Messages - Considerations:

- Messages should reflect self-proclaimed identity as a “Human Services Agency”
- What distinguishes GPUL from other agencies in the Valley providing the same services?
- Some 40 million white Americans voted for Barack Obama for president. That is two million more white Americans than voted for John Kerry in 2004.
- Review the content of current marketing & promotional efforts. Is the underlying tone one of oppression or freedom? Is there opportunity to “lighten up”? The National Slogan “I am empowered” brings to mind words like...

energized, hopeful, happy, ambitious, focused, strong, courageous,
beautiful



Action Plan

Explore New Key Messages - Considerations:

- Routinely publicize programs and events
- Continually share ‘success stories’
- Feature individual clients served & how lives were positively changed
- Thank and Spotlight Donors/Contributors
- Show partnership examples (co-sponsored events, overlapping programs, referral for services not offered by GPUL, etc.)



4.) Test New Media Outlets:

- Maximize the traditional outlets (a.k.a, “old media”)
- Embrace new media, commit to it with quality content
- Be creative! (bill boards, bus wraps, contests)
- Feature members in select media pieces to improve the way in which prospective new members relate to and identify with GPUL



4.) Test New Media Outlets - Considerations:

- Do your news media stories, articles, etc. promote and/or foster these feelings across your target audience?
- Is there opportunity to inject comedy and entertainment into some of your marketing efforts, whether it be TV, Radio, etc. so as to gain a wider audience, while at the same time promoting the successes and achievements of your members?
- Develop a survey or method to measure impacts, effects and 'reach' of media efforts.
- Track demographics related to clients served, donors, partner organizations



5.) Develop a Strategic Plan

- Determine if these measures are a priority and make a commitment to make it happen
- Make “re-branding” a strategic goal with S.M.A.R.T. goals
Specific, Measurable, Achievable, Realistic, & Timely
- Determine where the expertise is required and consider adding that expertise to your Board of Directors (i.e. a Marketing Professional)
- Empower your staff and avoid “group-think”
- Expose GPUL to other agencies, forums that stimulate creative problem solving. Develop a knowledge-based organization



Questions?

