

# PHAME SITUATION ANALYSIS

## GSM 6262 – Group 5

### Mission analysis

*Mission statement:*

*PHAME supports the development of skills and self-esteem in adults with developmental disabilities through education and participation in the fine and performing arts.*

By looking at PHAME's mission statement above and comparing it with the academy accomplishments, it is clear that PHAME is working hard in operationalizing their objectives, and in focusing on developing skills and self-esteem of adults with developmental disabilities.

The best proof for that are developmentally disabled individuals like Aaron Hobson, a successful student at PHAME. In Aaron's situation, PHAME works on developing his singing skills since he loves singing. In addition, PHAME presented Aaron to the community to perform in various fundraising events. Moreover, Aaron had built a close friendship with his colleagues at the academy, and that gave him more self-confidence.

On the other hand, PHAME employees understand the academy's mission and goals clearly. This is depicted by the effective work carried out for PHAME.

### Needs, offers and communication efforts

PHAME offers developmentally disabled adults with a variety of opportunities to receive instruction in fine and performing arts and to get socially involved by participating in many free or charitable performances. Through regular community engagement, teamwork, and student-planned activities, PHAME builds their student's self-esteem, creates a family environment, and helps them lead a productive life. The more it succeeds, the more its students are eager to attend, and the more funds PHAME needs for operations. One key ingredient in PHAME's success is its communications efforts: engaging via social media, making film and video, and organizing shows (roughly on a monthly basis according to their students' training). It has been seen that Stephen Beaudoin, Executive Director regularly updates the Face Book page with latest happenings at PHAME. This helps keep their Face Book fans engaged with the organization. The non-profit also uses latest social media methodologies like Vine and this shows that the management is on top of latest development in this area. Besides advertising and soliciting support for PHAME, the public attention effectively transforms its students' positive spirit and delivers them a true sense of accomplishment.

Although PHAME raised over \$175,000 in 2012 and received financial assistance from other corporate organizations, the growing overhead costs, the website remodeling project, and the long wish list

require a much stronger source of funding. To accommodate their rising enrollment, PHAME needs a new building with more classrooms and community space. In addition to money, the organization needs more volunteers.

### Strategic objectives and plans

	Description	Evaluation
<b>Strategic objectives</b>	PHAME’s strategic objective is to provide people with development disabilities an avenue to develop their skills and self-esteem through education and participation in the fine and performing arts. PHAME aims to increase the number of its student in the future. PHAME strives to provide the community in the Portland area with alternative entertainment source with an added benefit of social justice.	In order to have adequate financial resources to support an addition to its staff, PHAME needs to increase its revenue by expanding both their donor base and the number of students they enroll in regular programs.
<b>Future plans</b>	PHAME’s future plan is to acquire its own building because PHAME had to use 15 different facilities in the last 20 years. PHAME’s growth has also made the current facility no longer adequate. Since PHAME rents a building from a religious institution, they are unable to adapt to further restrictions (they are not allowed to display any sign mentioning their name on the building, for instance).	In order to afford its own building, PHAME needs to run a capital campaign. In order to ensure that their capital campaign will be successful, PHAME has to acquire new donors and encourage existing donors to increase their regular donations. This can be achieved through a carefully planned capital campaign equipped with targeted marketing efforts and effective communication strategy.

***How our services will fit with PHAME’s Strategy:***

Our Integrated Marketing Communication (IMC) project will help PHAME raise capital, thus allowing PHAME to buy its own building. The project will raise capital by increasing community awareness about PHAME and thus enhance future donor engagement and student base. Additionally, we will strive to increase existing donor contributions by conveying how their additional donation will greatly help PHAME in better fulfilling their stated mission.

## PHAME's competitiveness evaluation

### SWOT

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Passionate and experienced board and staff</li> <li>• Unique business function not directly followed by other charity organizations</li> <li>• Sizable annual budget of \$400K when compared with smaller non-for-profits</li> <li>• Strong social media presence (Facebook, Twitter, Wine, Pinterest)</li> <li>• Variety in classes from performing arts to yoga to dance</li> <li>• 30+ annual public performances</li> <li>• Not entirely dependent on donor support with 1/3 of its revenue being attributed to tuition fees</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Lack of adequate community space/practice rooms etc. which could result student dissatisfaction in the future</li> <li>• Low to moderate brand recognition/recall</li> <li>• Lack of funds to dive into the wish list of projects in mind</li> <li>• Lack of sound marketing measurement tools to evaluate success of campaigns</li> <li>• Low manpower in terms of only 4 full time staff members</li> <li>• Website could be better</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Own facility construction/purchase</li> <li>• Alliances with corporates and other community organizations</li> <li>• Expansion of the variety of classes offered</li> <li>• High growth in number of enrolled students</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Lease for current facility ends in June 2014</li> <li>• Increasing competition for donor dollars from other charity organizations</li> </ul>

PHAME's most significant strengths are its passionate & experienced board and its unique business function. Its main weaknesses are lack of an own building and low to moderate brand recognition in the Portland community. By utilizing the campaign designed by us and by optimizing its current strengths, PHAME will be able to build brand recognition, act against the threat of competition and raise adequate funds to construct/purchase a building. This new building will present PHAME with the opportunity of expanding its service base to a much larger audience.

### Competitive analysis:

**PHAME's main competitors:**

Even though PHAME sees no direct competition in the industry, customers and donors might not share the same deep level of understanding that PHAME has about their business. Hence it is important to consider the following organizations as possible competitors:

## **1- United by Music:**

### **Product summary:**

*United by Music, Netherlands* (UBM) gives talented people with intellectual disabilities the chance to perform for a large audience. They have a style similar to that of American idol, where they select a few highly talented and capable “adults with DD” for their shows.

### **Strengths and weaknesses:**

*Both UBM’s* strengths and weaknesses stem from the fact that they focus only on a selected base of few talented people with disabilities. By doing this, it is relatively easy for them to produce A-rated shows and grab the attention of the public. However, they are ignoring a larger base of disabled individuals in the process.

### **Strategies used to achieve objectives:**

They have a website, a Facebook page and a MySpace page. Also UBM has recently opened an office in Portland, posing a direct threat to PHAME.

## **2- Special Olympics**

### **Product summary:**

*Special Olympics* provides year-round sports training and athletic competitions in a variety of Olympics-type sports for children and adults with intellectual disabilities.

### **Strengths and weaknesses:**

*Special Olympics* is a global organization. Therefore it has a broad base of influence and support from governments worldwide. This also means larger budgets to spend on advertising campaigns.

### **Strategies used to achieve objectives:**

It has an effective multi language website with a Press Room, a Facebook page, a Twitter page and a YouTube page. Also it is ranked as a 4-star charity and uses effective TV ads.

## **3- Pear**

### **Product summary:**

Builds positive relationships with homeless and transitional youth through education, art and recreation to affirm personal worth and create more meaningful and healthier lives.

### **Strengths and weaknesses:**

It has a well-equipped center in Portland that it uses to generate financial benefits by renting. They also have a set of good partners like Safeway.

### **Strategies used to achieve objectives:**

They have a website with news and gallery and make notable contributions to social media as well. However, it seems that they do not use TV ads extensively.

#### *4- Outside In:*

**Product summary:**

It helps homeless youth and other marginalized people move towards improved health and self-sufficiency.

**Strengths and weaknesses:**

They depend more on individuals and small partners.

**Strategies used to achieve their objectives:**

They have a website with a news collection. They also have a Facebook page. However, they have no TV ads.

#### *5- New Avenues for Youth:*

**Product summary:**

Provides a variety of outcome-based programs and services designed to empower youth to exit street life and lead healthy, independent lives.

**Strengths and weaknesses:**

They depend more on individuals and small partners. They have education, mentoring and job training services for homeless people.

**Strategies used to achieve their objectives:**

They have a website with a section on news and events. They also have Facebook and twitter pages. However, they have no TV adds.

#### *6- Port City's Project Grow (PCPG):*

**Product summary:**

PCPG provides career and life support for adults with developmental disabilities (DD) of Multnomah, Washington and Clackamas counties in Oregon.

**Strengths and weaknesses:**

Their products can be purchased online. They depend more on individuals and small partners. They provide job training services for adults with developmental disabilities (DD).

**Strategies used to achieve their objectives:**

They have a website with a section on events. They also have a Facebook page. However, they have no TV adds.

## Target and objectives

### Target audience

During our first interaction with PHAME personnel, we were given information on how donations were distributed among several groups: individuals, foundations, and corporate giving. And since we also learned that only 25% of individual donations came from student's relatives, we were able to draw the following repartition of donations:

	Proportion of donations
Students' relatives	17.5%
Independent individuals	42.5%
Foundations	20%
Corporate	10%

Given below are the derived conclusions:

- Individual donors are a potential source of massive capital funds as they constitute almost half of PHAME's funding.
- Since only 30% of the donations can be attributed to foundations and corporates, this capital campaign will focus more on the 70% of individuals who are majority contributors to PHAME.
- It is also interesting to see that 42.5% of individuals who donate are independent individuals, who have no relatives studying at PHAME.

# Creative Brief



## GSM 6262 – Group 5

3/19/2013

Ayman ALMOSA  
Donald BASARY  
Taysser GHERFAL  
Juana LI  
Etienne SALAÜN  
Sabrina SOURJAH

## **PART I - PROJECT SUMMARY**

Our Integrated Marketing Communication (IMC) proposal will help PHAME raise more capital to have its own building in the near future. The proposal would also raise community awareness about PHAME and thereby increase future donor engagement and student base. Additionally, we will strive to increase existing donor contributions by conveying how their additional donation will greatly help PHAME in better fulfilling their stated mission which is *"PHAME supports the development of skills and self-esteem in adults with developmental disabilities through education and participation in the fine and performing arts"*.

PHAME offers developmentally disabled adults with a variety of opportunities to receive instruction in fine and performing arts and to get socially involved by participating in many charitable performances. Through regular community engagement, teamwork, and student-planned activities, PHAME builds their student's self-esteem, creates a family environment, and helps them lead a productive life. Although PHAME raised over \$175,000 in 2012 and received financial assistance from other corporate organizations, they need a bigger source of funding to purchase a new building.

The objective of this campaign is to raise \$500,000 over a period of six months to one year. The budget of the campaign will match PHAME's existing advertising budget of \$30,000. The success of the campaign will be measured as discussed in section IV.

PHAME's main weaknesses are lack of own building and low brand recognition in Portland community. However, by utilizing this campaign, PHAME will be able to build brand recognition, act against the threat of competition and raise adequate funds to construct or purchase a new building. This new building will present PHAME with the opportunity of expanding its service base to more potential students and a much larger audience.

## **PART II – Target Audience Profile**

As specified in the mission objectives, the target audience are all to be considered within the Portland agglomeration area, obviously still, Facebook and YouTube ads are available US-wide. PHAME has three main donor segments that can be targeted for this marketing/donation campaign.

### 1. Relatives of disabled individuals

Relatives of disabled individuals in general have an existing desire to donate to PHAME and can be easily tapped by using emotional advertisements. We will reach those who have relatives attending PHAME's classes by sending them flyers through mail and email them the video ad. However, for those who don't have any relatives in PHAME, we will target them by distributing the flyers through developmentally disabled hospitals and training centers.

### 2. Art lovers

Under this segment PHAME needs to mainly concentrate on individuals who have a passion for music and art. The best way to attract art lovers is by exhibiting the quality of performances and showcasing how music and art is being used by PHAME to heal a burning cause.

Art lovers will be targeted in two ways: those who live in the area of Portland, (around 800,000 individuals who go to music/dance performances according to LMAA) will be targeted through flyers placed in art and music



centers and free public shows. The other way to target art lovers are by using Facebook ads, which means we are targeting around 60.8 million Facebook users (Note that there are 60.8 million Facebook users who have actively “liked” music in the US).

### 3. Socially responsible people

For individuals who are currently monthly/annual donors to other non-profit organizations, this will simply be a shift of focus and therefore the appeal needs to be strong when compared with other social causes. PHAME will compete with all other humane causes in the Portland area for this cluster of donors. According to the Market Potential Report of the Local Market Audience Analyst (LMAA) database, the segment which has a bend towards spirituality is around 1.3 million in number (Criteria used – Individuals who consider themselves as spiritual Geography – Portland).

Socially engaged people will be mostly targeted by the video ad through YouTube, since advertising using YouTube is cheaper than advertising on the television.

In general, as per information obtained from PHAME, the age breakdown of individuals is as follows:

<b>Age Group</b>	<b>Percentage of Donors</b>
Under 20	5%
21-39	50%
40-59	25%
Above 60	20%

75% of the donations are attributable to age groups 21-39 and 40-59. Therefore, marketing material should primarily communicate with these two customer groups.

### 4. Foundations and Corporations

These are legal business entities, which make notable donations as Corporate Social Responsibility (CSR) initiatives. It would serve PHAME best if entities which bear some connection with PHAME’s purpose can be targeted. To get optimal corporate contributions, this segment needs to be targeted via argument. However, since this segment is attributable for only 10% of the total donations of PHAME, this segment will not be targeted in this campaign.

#### Positioning Statements (TCB Model)

Given below are positioning statements for each of the segments described in the previous section.

- For relatives of disabled individuals PHAME provides the ability to help their loved ones because PHAME enriches lives through programming the showcases talents and abilities.
- For socially engaged people, PHAME offers a way of obtaining self-satisfaction because of the noble cause associated with PHAME.

- For art lovers, PHAME offers a way of connecting with their passions whilst helping people with developmental disabilities, because of the quality performances of PHAME students.

IDU Model of Positioning

By looking at the multiple benefits for our target audiences, which are the potential donors, we came up with the following IDU table:

<b>Factor</b>	<b>Importance</b>	<b>Delivery</b>	<b>Uniqueness</b>
Providing art for people with developmental disabilities	High	Yes	Yes (Uses music and art in a unique manner)
Return on money	Low	Yes (Concerts that donors can enjoy)	Yes
Become a part of the organization	Moderate	Not clearly defined	Not clearly defined
Self-satisfaction	High	Yes	Yes (Success stories of disabled individuals)
Visibility of results	High	Yes	Low
Public Recognition	Moderate	Not clearly defined	Not clearly defined
Common Shared experience	High	Yes	Yes

Visibility of the usage of donations is one of the main elements that donors will be interested in. This is an effective way in which donors can compare different potential causes that they are willing to donate to. By communicating the results of PHAME using facts and figures as opposed to using one/two students to communicate PHAME’s success, we will also be able to distinguish and differentiate between the focus of PHAME and other non-profits. An effective way to show the results is by demonstrating improvements that PHAME was able to make in the community and showing what can still be done by obtaining the required donation. PHAME in their past advertising campaigns focused only on their achievements; however, by having PHAME’s students communicate the limitations that they face and the potential that they can gain if they get enough space, PHAME will make a stronger impact.

The other need that donors have is to share common experiences by donating to PHAME. This plays a major role in comparing the brand of PHAME with that of competitors as well. It is important for the donor to feel that he is a major part of the society and that will make him feel that PHAME’s achievements are made through his donations. This also plays a major role in enhancing PHAME’s uniqueness. Free public shows discussed in section II, will also help PHAME gain public recognition and respect for their efforts.

### **PART III – CAMPAIGN ACTION & COMMUNICATION OBJECTIVES**

Through our proposal, we hope to touch our target recipient (potential and existing donors) in a meaningful and emotional way. Our aim is to trigger a concrete action in them after they see our ads/communications. Our expectation is that after exposure to our ads/communications, the existing donors will increase the size of their donation and potential donors will be compelled to become regular donors. We will also try to engage continuously with all the stakeholders, especially the donors, to fulfill their need for a sense of involvement with the organization that they support - in this case PHAME academy.

### **PART IV – PERCEPTION AND CREATIVE STRATEGY**

We are constructing our creative strategy based on the primary donor segments that we have verified and that is because each segment looks at its contribution from a different perspective. Relative donors for example are more interested in their relatives so they might want to know detailed annual information about the patients that they know and the improvements that happens to them. Individuals with an inclination towards donating need to be targeted using strong emotional appeals because PHAME will be competing with other causes. The audience should be left wanting to make a notable contribution to the new building so that PHAME can serve many more students and spread more joy in the disabled community. Artistic individuals will have to be pursued by exhibiting musical and artistic quality of PHAME performances.

Our proposal will consist of three main pieces of communication. These are a flyer, a print ad and a video. The flyer will be threefold and can be used to educate segments about the new building campaign. Cover page of the flyer will have the picture in [visuals](#). When the flyer is unfolded, the three inner pages will have the logo of PHAME as the background, with the middle portion of the logo designed to look like a home (Please refer [sketch 1](#) below for a visual presentation of this). The inner pages will contain details about the building, what PHAME plans to achieve with the building and other milestones of the PHAME story.

The video will be based on the story of a PHAME student. The idea here is not to elaborate on past success stories but to have the student talk more about how a new building will take his or her life to the next level. This will help bring about strong emotions in the minds of the viewer. If possible, a student who has been granted approval to enroll in one or more classes can be used for the advertisement as an appeal for a new building. The video will end with our tag line mentioned in section V.

The print ad will have a similar feel to the flyer with the usage of the PHAME logo with the shape of a house in the middle. The only difference is that it will have less information when compared with the flyer. Please refer [sketch 2](#) for a visual presentation.

The table below summarizes the target segments and the communication pieces used for marketing.

<b>Target Segment</b>	<b>Flyer</b>	<b>Print ad</b>	<b>Video</b>
Relatives of DD individuals	Placed at DD related non-competing organizations to target all relatives in Portland	Via e-mail to relatives whose contact details can be obtained by PHAME	Via e-mail to relatives whose contact details can be obtained by PHAME
Art lovers	At free public shows and other PHAME events	At free public shows and other PHAME events, As Face book ads	YouTube ads
Socially responsible individuals	At free public shows and other PHAME events	As Face book ads, Used in e-mails if a list of contact information can be found	YouTube ads

Measurements for the campaign:

Success of the marketing campaign can be measured in direct and indirect ways.

Direct measurements include donation amounts of existing donors, donation frequency of existing donors, conversion ratio (i.e. how many of the exposed individuals/corporations respond by way of donations), and number of new donors adding into the pool of donors.

Indirect measurements will indicate a probable increase in PHAME’s brand recognition, which might result in a high level of donations. These indirect measurements include:

1. Exposure: The total number of the population which will be exposed to the campaign.
2. Page view: This is connected to web traffic both in terms of views/likes in PHAME’s website and FaceBook page.
3. Donor Feedback: This is a direct way of communicating with donor groups and querying about the impact of the campaign. This can be done via feedback forms/e-mails. The following information will have to be collected.
  - Did the ads influence the donor to make a donation?
  - What kind of perception about PHAME did the ads present?
  - How many times has the donor seen the ad?
  - Where has the donor seen the ad?

**PART V – Targeted Message**

The main catch phrase in all our communications will be:

- They wish they could do more, don’t you?

It is intended that the rhetorical question would make the audience stop and think about PHAME and what they can do to help.

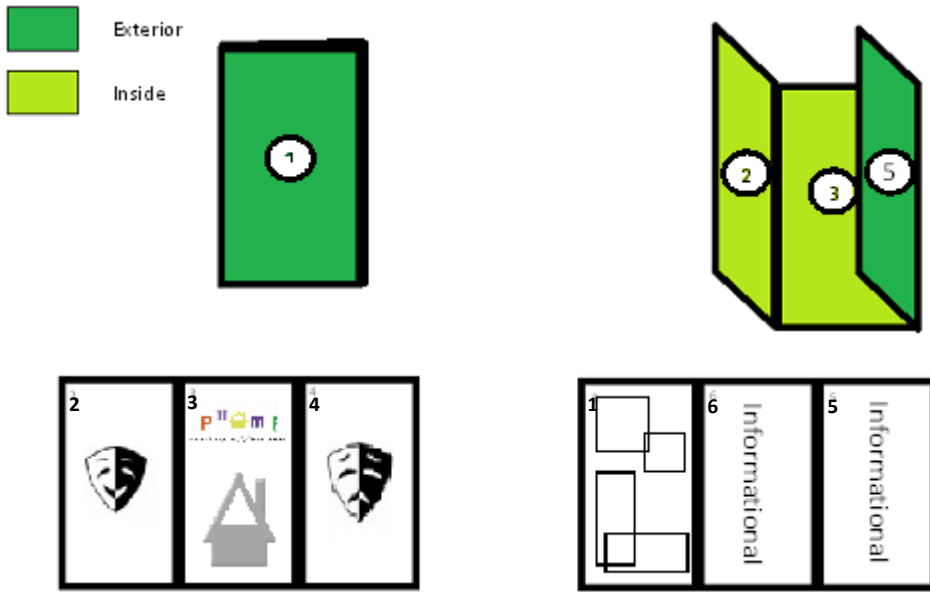
**PART VI – Visuals**

[\(back to text\)](#)

We intend to use the many colors of the PHAME logo to indicate the joy that a new building will bring to students. Specifically all communications material except for the video will be in red, orange, purple, green, black and white.

***Three folded flyer sketch:***

[\(back to text\)](#)



***Print ad base sketch:***

[\(back to text\)](#)

