

Opt. 1

MARKETING AND FUND DEVELOPMENT
FOR A NON-PROFIT ORGANIZATION

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This Project Thesis is not to be regarded as confidential and its use as a sample in future classes is not restricted.



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Abstract

The purpose of this Option One project was to create, implement and evaluate a comprehensive marketing plan for the Mission of Hope Cancer Fund (MHCF). Founded in 1994 in Jackson, Michigan, this unique non-profit organization provided direct financial assistance to Michigan cancer patients and their families.

MHCF had grown rapidly in its acquisition of clients, but that growth had not been matched by a growing public awareness of the organization, a positive public image, an increase in participation in its fundraising events, or an increase in the amount of funds donated to the organization. In order to continue helping clients, MHCF needed to increase public awareness, garner positive media attention, increase fundraising participation and expand its donor base. The plan would be utilized as a prototype to increase community awareness about and raise funding for MHCF in the Jackson area, then throughout Michigan. Eventually, MHCF would implement the plan in other states and seek its goal of becoming a nationally recognized organization.

Four objectives were developed for this thesis. They are as follows:

Objective One. Increase recognition of and knowledge about MHCF among the general public in the Jackson area by 3% by December 31, 2002.

Objective Two. Increase public relations with newspapers, magazines, radios and other forms of media in the Jackson area by 3% by December 31, 2002.

Objective Three. Increase the number of participants at MHCF fundraising events by 3% by December 31, 2002.

Objective Four. Increase donor contributions from the general public in the

Jackson area by 3% by December 31, 2002.

Based on these four objectives, a marketing platform was developed. The platform was split into two levels: public relations and fundraising. The public relations level of the marketing platform involved the creation of a press kit to send to local media outlets; the creation of print media, jingles and public service announcements; and an increase in the amount of participation in Jackson-area events. The goal of the public relations level was to increase the amount of recognition among the Jackson-area public.

The fundraising level of the marketing platform involved an increase in the amount of advertising the organization broadcasted about its fundraising events, the development of new types of events, and the implementation of a direct-mail campaign. The goal of the fundraising campaign was to garner enough of a donor base that MHCF could dissolve its telemarketing campaign, which sometimes cast the organization in a negative light and had prevented MHCF from being eligible for many grant opportunities.

A randomized questionnaire was developed to track the progress of the marketing platform. The first four questions addressed the issue of public relations, and the next four questions addressed the issue of fundraising. The questionnaire was administered to 40 people before the marketing platform was put into practice, and again to 40 different people after the marketing plan had taken effect.

Percentage Tests and Tests of Statistical Significance for questions two, three, four, five and eight resulted in a statistically significant increase in positive responses. A conclusion was made that the marketing platform increased the amount of people in the Jackson area who knew what MHCF did, had heard or

read about MHCF through local news media, and would be likely to make a contribution to MHCF if they knew more about the organization.

Percentage Tests and Tests of Statistical Significance for questions one and seven resulted in an increase in positive responses, but those responses were not statistically significant. A conclusion was made for those two questions that recognition had increased and donations had increased, but that something other than the marketing platform had caused that increase.

Percentage Tests and Tests of Statistical Significance for question six indicated that there was no change in positive responses. Some people had indicated “maybe” for this question, though, so the tests were administered to neutral and negative responses to see if the “maybe” responses had affected the stagnant behavior of the positive response.

The tests indicated that the increase in neutral answers was not statistically significant, but there was a decrease in negative responses that was statistically significant. A conclusion was made that the neutral responses had caused the decrease in negative responses.

Questions three, four, five and seven were also measured using documentation from the offices of MHCF that existed before the marketing platform was in effect and documentation the researcher gathered after the marketing plan was in effect. Chi-Square Test results for questions three and four indicated that there was no statistically significant increase in the amount of print or broadcast media presented to the public. A conclusion was made that the difference was not the amount of media, but where and when it was presented to Jackson-area residents. Chi-Square Test Results for question five agreed with their counterpart results from the survey: more people had participated in fundraising

events. Chi-Square Test results from question seven indicated that, contrary to the survey results, more people were on record as having made a donation to MHCF after the marketing platform was in effect.

The general conclusions obtained from these tests indicated that MHCF was on the right track with their new marketing platform. Recommendations were made for the agency that included moving ahead with planned public relations and fundraising campaigns, expanding some ideas to increase recognition, and making a concerted effort to keep MHCF constantly in the public eye. Recommendations were also made to encourage MHCF to cross-promote their fundraising activities and to seek partnership with local companies. Finally, recommendations were made for MHCF to perform a follow-up study in January of 2003, to conduct studies every six months, and to continually critique and make adjustments to the marketing platform as needed.

Dedicated, with love,

to my husband,

Mervin E. Bavier, Jr.,

for his constant encouragement, strength, and belief,

and especially to my mother,

Helmi E. Goudreau,

for her unwavering emotional, motivational and financial support.

Mom, your dream has come true —

now ALL your kids are college graduates!

Table of Contents

Abstract.....	i
Chapter 1: Description of the Problem.....	10
Purpose of the Project.....	10
Setting of the Problem.....	10
History and Background of the Problem.....	11
Scope of the Project.....	12
Importance of the Project.....	13
Definition of Terms.....	15
Chapter 2: Literature Review.....	17
Fund Development.....	17
Public Relations.....	21
Advertising.....	23
Chapter 3: Option Selection.....	27
Chapter 4: Description of the Intervention.....	28
Statement of Objective.....	29
Description of the Intervention.....	30
Chapter 5: The Evaluation Plan.....	36
Data Collection Plan for Objective One.....	36
Data Analysis Plan for Objective One.....	36
Limitations of the Evaluation Plan for Objective One.....	37
Data Collection Plan for Objective Two.....	38
Data Analysis Plan for Objective Two.....	38
Limitations of the Evaluation Plan for Objective Two.....	40
Data Collection Plan for Objective Three.....	40
Data Analysis Plan for Objective Three.....	41

Limitations of the Evaluation Plan for Objective Three.....	43
Data Collection Plan for Objective Four.....	44
Data Analysis Plan for Objective Four.....	44
Limitations of the Evaluation Plan for Objective Four.....	46
Chapter 6: Summary of Results.....	48
Objective One.....	48
Objective Two.....	50
Objective Three.....	54
Objective Four.....	58
Chapter 7: Conclusions and Recommendations.....	63
Conclusions.....	63
Policy Recommendations.....	69
Recommendations for Further Research.....	71
References.....	73
Appendix.....	75
Appendix A: Reflections.....	75
Appendix B: Survey and Samples of Created Media.....	84

Chapter One

Description of the Problem

Introduction

Mission of Hope Cancer Fund (MHCF) is a grass-roots organization that began in Jackson in 1994. The organization provides direct financial assistance to cancer patients. This assistance can take many different forms, from money for gas to get to and from treatment to help with medical bills and prescriptions. While many other organizations provide assistance to cancer patients in other ways, such as research, few provide direct financial assistance for everyday needs.

The organization is growing, and is currently helping cancer patients throughout Michigan. Their goal is to become a resource for cancer patients throughout the United States. They have the ability to expand nationally, but they lack the recognition and funding they need to succeed.

With the use of a savvy marketing plan and updated media campaign, MHCF can extend a positive image that will attract more public attention, gain the support of the local community, attract more participants to their fundraising events, and strengthen their financial base so they are better poised to expand their organization.

Statement of Purpose

The purpose of this project was to create, implement and evaluate a comprehensive marketing and fundraising plan for MHCF. The plan would be utilized as a prototype to increase community awareness about and raise funding for MHCF in the Jackson area. Eventually, MHCF would implement the plan statewide, then seek its goal of becoming a nationally recognized organization.

Setting of the Problem

MHCF is a small organization that hopes to expand into a very large organization. It is run by its Founder and Executive Director, Rock Mangus.

The organization's activities are monitored and approved by an eleven-member board of directors. Small monetary amounts, up to \$125, can be distributed by Rock without further approval from the board. Amounts of \$125 to \$500 can be distributed by Rock with one other signature. Higher amounts, up to approximately \$1,000, require board approval.

Its small main office is in Jackson, Michigan, but the organization has clients throughout the state. It is run with a moderate degree of standardization, and formalization is also moderate. Because of the nature and size of the organization, functions are not specialized, and decision-making is centralized. The variety of cancer patients and the different monetary sources cause MHCF to exist in a relatively unstable and complex environment.

Currently, the organization has a limited public image. They receive monetary support from four yearly events which target specific areas of the community, from telephone solicitation, and from a few year-round projects. They advertise their services through word-of-mouth, through a brochure, and through reliance on public service announcements and media exposure. They also have a web site. Most patients find out about the organization through their caregivers, which works well, but expanded public knowledge about the organization could encourage more support.

History and Background of the Problem

MHCF's public image and funding issues were common problems with grass-roots organizations. Because Rock started the organization from ground zero, his focus had been on helping patients, and although he had very good ideas regarding expansion of public image and ways to raise more funds, he just did not have the time to explore those options. MHCF had the ability to expand, but they lacked the recognition and funding they needed to succeed.

One immediate problem was very evident: The general public was not willing to contribute to an organization unless they were familiar with who it

represented and what it did. Because MHCF started small, they had been unable to acquire the expertise for or devote the time to developing a complete marketing plan. MHCF needed to expand a positive image in the community so more people were aware of who they were and how they worked to benefit cancer patients. Rock and the Board of Directors recognized this need and had begun to turn their attention in that direction by appointing a Director of Marketing to the Board.

Another problem was that MHCF relied on a relatively small circle of the community to support its fundraising events. The events were also limited in scope as to how many people could participate. MHCF needed to expand its reach to more people in the community through larger, more generic fundraising events.

A third problem was that MHCF had been focusing its efforts on attracting clients to its agency for the past seven years. They had had little opportunity to inform and educate potential sponsors about their organization. Unfortunately, this lack of opportunity was coupled with some bad publicity that had occurred early on in the organization's history. Potential sponsors who did recognize the organization tended to associate it with that bad publicity.

Scope of the Project

A two-level, comprehensive marketing and fundraising platform was developed for MHCF. The first level of the platform was divided into two sub-phases. The first sub-phase focused on gathering information regarding community knowledge about MHCF. This was accomplished through a community survey (see Appendix B) which included questions about the services MHCF offered, newspaper and magazine articles about MHCF, and radio and television jingles or public service announcements about MHCF. The first sub-phase also included research about other charitable agencies and what they had done to succeed on a larger level. The second sub-phase focused on developing a public relations campaign, including the creation and implementation of a press kit and Public Service Announcements, in an effort to gain media

attention in the Jackson area.

The second level of the platform was also divided into two sub-phases. The first sub-phase focused on fundraising events and financial contributions. Again, a community survey was utilized to gather information about fundraising participation and financial donations. Based on information gathered from the survey results, MHCF planned and executed a more extensive contribution appeal. They also increased advertising about fundraising events and began planning additional fundraising events that might have a wider appeal to the public.

The sub-phase for phase two focused solely on marketing. A detailed plan was developed that included the creation and execution of updated print media pieces, such as billboards, brochures, posters and flyers; the production of radio and TV spots; and the development of classified advertisements for financial publications. A key component of the marketing campaign was the recruitment of a nationally famous person to act as a MHCF spokesperson.

The main goal for the entire project was to develop a plan that would appeal to a wide audience of potential sponsors. Because MHCF wished to expand to a nationwide agency, the plan also had to be generic enough to use in any state.

Importance (Significance) of the Project

The future of MHCF will soon be at a crossroads. They will be in a position to drop their current means of fundraising, telemarketing. If they will not be able to improve their public image, increase their other fundraising opportunities, and expand their marketing abilities, they will eventually fold from lack of funding. If they can accomplish these goals through an updated marketing plan and media campaign, they will have the ability to expand their organization to a nation-wide level. A positive end result of this project for MHCF will mean that the organization will be able to continue and expand their mission of providing direct financial support to cancer patients and their families.

Summary

MHCF was a unique organization because it gave cancer patients direct financial assistance for real, everyday needs, a service few other organizations were able to provide. Minimal public recognition and support, a lack of knowledge about the organization, and fundraising events with a limited reach, threatened to extinguish MHCF's shining light.

A comprehensive, effective marketing campaign which included good public relations, expanded fundraising events, and a larger advertising effort could help the organization become stronger and better known, and ultimately enable MHCF to help more and more cancer patients win the fight.

Definition of Terms

MHCF	Mission of Hope Cancer Fund, a non-profit organization that provides immediate monetary support to cancer patients.
Clients	Cancer patients.
Sponsors	People who donate money and/or time to MHCF.
Donors	People who donate money to non-profit organizations.
Marketing	A system or plan for distributing information to the general public.
Marketing Plan, Platform or Campaign	Detailed objectives and plans of action for an organization that describe how the organization will relay its message to the public.
Fundraising or Fund Development	Any activity which earns money for the non-profit organization.
Media	Any piece of information that is distributed to the general public, whether it's in printed form, such as brochures; electronic form, such as TV or radio; or by word-of-mouth, such as through speeches.
PSA's	Public Service Announcements, a form of public relations or advertising available to non-profit organizations in newspapers or on radio or TV.

Press Kit	A compilation of printed media pieces that are sent, usually in a folder, to various news media by means of introduction. Press kits can contain a cover letter which gives the media contact information, examples of brochures, flyers, pamphlets, etc., copies of previous media exposure, press releases, etc.
Media Event	Any type of event to which the media will be invited. Encourages press coverage for the organization.
Jingle	A short musical advertisement used on radio or TV.
Co-op	Cooperative advertising. Advertising that meshes for-profit and non-profit organizations. Minimizes the cost.

Chapter Two

Literature Review

This chapter will explore the various aspects of fundraising, public relations and advertising and the impact each will have on Mission of Hope Cancer Fund.

Non-profit organizations need a marketing plan to survive. Philip Lesly (1991) states, "In recent years, probably nothing has altered...non-profit organizations more than the adoption of marketing concepts" (p. 630).

Traditional marketing involves establishing a brand for the customer to identify with, then selling the products that are represented by that brand. Non-profit organizations also need to establish an identifiable brand, but selling their "product" is a more difficult task because the organization is actually trying to market an intangible idea to its customers (Drucker, 1990).

In traditional marketing, the most important aspect of the marketing plan is advertising, followed by good public relations. The opposite is true for non-profit organizations. While advertising is becoming a more important tool for non-profit organizations, good public relations is even more important. Fundraising, which does not have a place in traditional marketing, is the most important part of the marketing plan for non-profit organizations.

Fund Development

MHCF Director Rock Mangus (personal communication, March 28, 2002) talked about the need for fundraising: "We have the clients, so that's not the problem. We're aware that we need to make people more aware of who we are and what we do. But our biggest need right now is fundraising. We need a well-known spokesperson. We need events that can include unlimited amounts of people. We need to replace telemarketing with a more positive and profitable form

of fundraising. And we need someone who can devote the time and energy to come up with a plan of action for that fundraising.”

Fund development has always been an important goal for the non-profit organization. Obviously, without adequate funds, the organization could not continue to operate, and could not offer assistance to the people for whom it was established. For the most part, non-profit organizations rely on donor money from the private sector in order to survive (Flanagan, 1984).

An organization which has a strategic plan for fundraising realizes that acquiring money is only one aspect of fundraising. Fund development has also been used as an opportunity to educate potential donors (Drucker, 1990) about the subject matter behind the non-profit organization and to give potential donors more information and understanding about the organization itself (Lesly, 1991).

It was very important for non-profit organizations to keep potential donors well informed. While “little systematic research has been done on fundraising effectiveness, negative attitudes about costs exist because people are uncomfortable about the fact that it costs money to raise money. This discomfort ... stems primarily from a critical lack of fundamental knowledge about costs among donors ...” (Young et al, 1993, pp. 171 & 186). One key to fundraising success was to make sure that potential donors knew what their money was supporting. The more understanding they had, the better. Fundraising success was most often based on the donor’s perception of the organization before they arrived with their hand out (Lesly, 1991).

Another reason fundraising was so important was because of the amount of competition that existed between non-profit organizations. Over the past 60 years, the size of the non-profit sector increased from a little more than 12,000

non-profit organization to carry out its mission without subordinating that mission to fund development (Drucker, 1990). In other words, when a non-profit organization developed an established method of fund development, it could then devote more time to the real reason for the organization — helping people.

MHCF was looking for renewable money — people who would give every year, year after year. They wanted to find ways to get a dependable income in the least time, expending the least energy and money to get it. They wanted to become competitive in the race for donors. And they wanted to be able to educate and inform the public about the need for their organization through their fund development.

The first step toward this objective would be to establish a strong fund development strategy. They needed to find activities and materials that would present a case for support, as Drucker (1990) suggested, which “spelled out the magnitude of the challenge, what (we) propose to do about it, how realistic it is to achieve that challenge, and how (your) gift can make a difference” (p. 87).

But they also needed to think about what their program represented in terms of human values (Flanagan, 1984). The public persona of the twenty-first century was not only much more savvy about how they spent their money, but they were spending it sooner, as well. In his article, “The Better Angels,” Schmucker (2000) talked about how “... a significant portion of this money is likely to come sooner ... as wealthy Baby Boomers make large bequests within their lifetimes ... The lucky recipients will be the non-profits that are best able to articulate their missions, and ... to align their goals with the goals of their donors” (p. 6). MHCF needed to learn how to tug the heartstrings of potential donors.

Finally, MHCF needed to take a look at current fund development

organizations in 1940 to over 1.5 million organizations today (Frumkin, 2001). As each of these organizations vied for money from the same population, they were bound to find themselves in competition with other organizations in the same region. Frumkin offered further evidence: "The rapid rise in the number of non-profits seeking a piece of the limited amount of charitable contributions has increased competition within the sector and made it harder for many of these organizations to achieve long-term financial stability" (p. 267). If a non-profit organization did not find a good fundraising base, it would quickly become obsolete.

In a study of several non-profit organizations done by Young et al in 1993, "only four institutions had comprehensive plans that were used as working tools. The approaches to planning and goal setting varied ... (from) concrete goals for dollars ... (to) percent changes ... (to) conceptual goals only." Even so, "... all had a strategic focus, conceptualizing fundraising as a long-term process and not as a year-to-year or campaign-to-campaign function" (p. 182). Whatever technique was used by a non-profit organization, it was important to recognize the imperative need for a long-term strategic plan.

At the beginning of the 1990s, some non-profit organizations had begun to change the term "fundraising" to "fund development." This was based on the idea that fundraising was asking for money because the need was so great. On the contrary, fund development was creating a constituency which supported the organization over a long time period because it deserved their support (Drucker, 1990). This was a good basis for establishing the idea in people's minds that garnering funds for a non-profit organization required the use of long-term strategy. The purpose of a strategy for raising money was precisely to enable the

non-profit organization to carry out its mission without subordinating that mission to fund development (Drucker, 1990). In other words, when a non-profit organization developed an established method of fund development, it could then devote more time to the real reason for the organization — helping people.

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Finally, MHCF needed to take a look at current fund development

techniques and find ways to improve them. Several steps could be taken to accomplish this goal: Generating more money from fund development activities, developing new activities, finding ways to reach the most people with the least amount of money, enhancing their web site or better utilizing the capabilities of the internet, and developing a larger donor base.

Public Relations

While good public relations had always been considered a big part of any non-profit organization's fund development efforts, "...public relations and fundraising are not the same.... Public relations ... tends to deal more with subtle communication; fundraising more with hard selling" (Lesly, 1991, p. 628). The main purpose of public relations was to inform the public about an organization, and how a non-profit organization told their story determined the success or failure of the aim to win the community's good will, to create perceptions, to build an image (Marconi, 1997).

Obviously, good public relations in any organization was important, but good public relations in a non-profit organization was imperative. Non-profit organizations continually searched for inexpensive ways to get their message across to the public, and public relations offered the ability to communicate goals and objectives in an effort to maintain visibility, credibility, accountability and growth (Lesly, 1991).

Public relations was also an important tool in building brand awareness and credibility. In a study by Harris (1998), results showed that two-thirds of the respondents believed that public relations was as important or more important than advertising in building brand awareness. Over four-fifths believed that public relations was more

important than advertising in building brand credibility. Public relations allowed the non-profit organization to supply the media with information that was factual, interesting, and newsworthy (Yale, 1995).

“One of the most valuable resources available to charitable organizations is the free air time made available for public service announcements (PSA’s) by television and radio stations” (Lesly, 1991, p. 622). The importance of PSA’s for non-profit organizations was three-fold. First, it provided a way for the organization to spread its’ message to a large audience. Second, it allowed the organization to utilize celebrity endorsements in an effective manner. Finally, it was a good vehicle for corporate partnerships. The study by Harris (1998) illustrated that “... companies that associate closely with non-profits ... find that ... (t)he goodwill accorded the non-profit rubs off on them ... the public at large may see the company in a different light ...” (p. 201).

PSA’s could provide an audience with information, aim to achieve attitude or behavior change, or offer services. They should not be used to solicit money; rather, they were more useful as tools to prepare people for later contacts by showing what was done with contributions (Lesly, 1991).

In Harris’ (1996) book, Silicon Valley marketing guru Regis McKenna wrote that public relations was extremely useful because “information coming from the press is usually more credible. Articles in the media are perceived as being more objective than advertisements. If a company can win favorable press coverage, its message is more likely to be absorbed and believed” (p. 6). Organizations also had to deal with unfavorable press coverage. One of the drawbacks of public relations was that it was a form of communication that was beyond the control of the organization (Yale, 1995). Once a non-profit

organization supplied information to the media, they no longer had control over how it was used. Ironically, "... the best offense against negative publicity is to tell your own story to the public. Proud publicity will tell your story the way you want it told" (Flanagan, 1984, p. 241). So an organization must go to the same media that derided it in order to set the story straight. This could be a problem if the media became biased against an organization.

As MHCF proceeded with its marketing campaign, it needed to look at ways to enhance public relations. The first, most basic goal was to get MHCF's message out to a larger public through newspaper, magazines, direct mail, radio, billboards and public events. MHCF needed to develop a press kit that would be readily available whenever a media opportunity arose. Secondly, they needed to educate themselves regarding ways to respond to negative publicity. Finally, they needed to take a closer look at internet possibilities for public relations. According to Roberta Brody, (The man from .org: business information from the non-profit sector, Database, v. 22 no2, Apr/May 1999, p. 51-52), "Since production and distribution costs are greatly reduced in a web delivery environment, non-profits that previously could not supply widespread or rapid delivery of their publications can now do so through their web sites.... the web is an ideal medium for non-profits."

Advertising

Rock Mangus (personal communication, March 28, 2002) indicated that "... usually only nationally-known not-for-profits advertise, because of the expense involved. Local, grass-roots organizations like MHCF rely on word-of-mouth advertising and good public relations." However, "Increasingly, as charitable organizations try to market themselves more strategically ... non-profits have had

to look seriously at using paid advertising to reach specific target audiences more precisely than they can with PSA's" (Lesly, 1991, p. 627).

Virtually any publicity would help an organization become better known. Non-profit organizations could get exposure from fund development and public relations, but advertising was still important. Well-created advertising with continual exposure in the right media, would succeed dramatically in most cases. While direct mail still seemed to be the vehicle of choice for fund development, increasingly, it was augmented by a very traditional full-page ad, which included coupons and 800-numbers. The ad itself would raise awareness, increase visibility and present a desired image in a controlled space, which in turn led to money coming in (Marconi, 1997).

In addition, good advertising would help establish the brand of the non-profit organization. A "brand" was not just a product on a shelf, but anything which was distinguished from similar products or services (Ambler, 1996). With so many non-profit organizations vying for funds from the same pot, establishing a brand for a particular non-profit organization was especially important. Consumers "... want a product that makes them feel good about their choice ... (It's) an 'in-your-life' strategy ... a deeper, more personal relationship with the consumer ..." (The future of brands. Advertising Age v70 no 46, Nov. 8 1999, p. S1-S20). One way to help donors feel good about the non-profit "brand" was through the use of advertising that showed the organization was in sync with the donor's needs, motives and goals (Schmucker, 2000).

Direct marketing was another form of advertising that was proving to be particularly effective. Through direct marketing, the non-profit organization could specifically target "customers," persons who had donated to the organization

sometime in the past; “prospects,” persons that had evidenced some interest in the past, and “suspects,” persons that the organization logically surmised were prospects (Schultz & Barnes, 1995, pp. 253-254). By customizing each direct marketing piece, the non-profit organization could tailor its plea to the individual customer, which created a more effective campaign. As well, database marketing would provide a viable way to distribute information that might otherwise never reach those customers as mass media (Harris, 1998).

Advertising in the non-profit world had two drawbacks. First, negative attitudes about advertising costs existed because “people are uncomfortable about the fact that it costs money to raise money. This discomfort ... stems primarily from a critical lack of fundamental knowledge about costs among donors ...” (Young et al, 1993, p. 186). Also, many executives “worry about the wisdom of spending their limited funds on marketing, advertising and PR ... they are ... afraid to spend money on things that aren’t directly connected with helping clients ...” (Lesly, 1991, pp. 611-612).

Second, if a non-profit organization paid for advertising space or time, they could find it difficult to get free public service advertising in newspapers or public service announcements on radio or TV (Yale, 1995). In both cases, non-profit organizations were saddled with the responsibility of educating these parties about the need for and the cost of advertising.

In the twenty-first century, smart, targeted advertising was going to become more important than ever for non-profit organizations (Schmucker, 2000). MHCF needed to think about advertising, especially image advertising, which influenced how people would think about them (Marconi, 1997). To do this MHCF had to find out who their potential donor was, gain real insight to what

was important in their lives, reach them at key points to break through the clutter, and make sure (the) message MHCF sent was integrated and consistent.

(The future of brands. Nov. 8, 1999).

MHCF needed to take steps to create good advertising for their organization. They needed to define the market, define the competition, define the customer, and define what they wanted their advertising to accomplish (Marconi, 1997). And they needed to look for ways to trim down the costs of advertising. One way to cut costs for advertising would be to investigate co-op advertising, which would allow MHCF to partner with other, for-profit organizations in the creation and publication of advertising pieces.

Although non-profit executives expected to see a downturn in fund development donations after September 11, donations have actually increased. "The most likely explanation is that the urge that led people to give to the September 11 charities has trickled down to other non-profit organizations. The newfound sense of patriotism has encouraged people to open their pocketbooks further, even in a recession (Non-profit contributions rise. Miriam K. Souccar, *Crain's New York Business* v. 17 no50, Dec. 10-16, 2001, p. 3).

Obviously, the hearts and minds of the American people are open to helping others in need. As MHCF continues to create and establish their marketing strategy, their most important need should be much more basic than fund development, or public relations, or advertising. MHCF needs to keep "the big question" in mind: "What can we say and how can we say it so that our message is important enough for the consumer to give us enough ... attention and ... time to understand and to react ... (Schultz and Barnes, 1995, p. 170). MHCF needs to realize that, just as they are educating the public about their foundation, they need to keep educating themselves about the best way to accomplish their goals.

Chapter Three

Option Selection

MHCF needed a plan that would allow them to find ways to improve their fund development, public relations and advertising. They also needed to be able to implement the plan as soon as possible and gauge the results of the plan to decide whether it was effective. A review of each available option would clarify which one was best for MHCF.

Option One, Applied Design Intervention. In this option, a careful definition of the organization's problem was defined, and an intervention to alleviate the problem was designed, implemented and evaluated. The option was time-consuming and would require some strong effort, but it afforded the opportunity to carry out the proposed intervention immediately and to quickly see the results.

Option Two, Grant Proposal Submission. In this option, a formal grant proposal would need to be developed and submitted to various granting organizations for acceptance. It would allow an opportunity to raise funds, but its results would not be immediately available. In addition, an element of unsurety existed due to the possibility that the grant proposal might not be accepted by any granting organization.

Option Three, Recommended Alternative Solutions. This option required that several solutions to the problem be researched and submitted to the organization for approval and later implementation. It would give the organization a choice regarding which option to use, but it would not provide immediate help or immediate results.

The obvious choice for MHCF was Option One. MHCF needed an intervention that could provide immediate results. Option One would allow a marketing platform, complete with programs for fund development, public relations and advertising, to be implemented right away. As each program went

into effect, results could be measured regarding the success or failure of each program, and steps could be taken to either continue or change each program. Option One would give MHCF the immediate, definite solutions they needed.

Chapter Four

Description of the Intervention

This chapter will provide a detailed description of the the intervention that was performed for MHCF.

Summary of the Problem

MHCF had grown rapidly in its acquisition of clients, but that growth had not been matched by a growing public awareness of the organization, a positive public image, an increase in participation in its fund development events, or an increase in the amount of funds donated to the organization. In order to continue helping clients, MHCF needed to:

- Make the general public more aware of the organization and its purpose,
- Garner more positive attention from the media,
- Increase participation in fund development events, and
- Expand its donor base

Statement of Objectives

Objective One. Significantly increase recognition of and knowledge about MHCF among the general public in the Jackson area by 3% by December 31, 2002. In 21st-century America, most people equated knowledge with power; the more knowledge a person had about an organization, the more power he or she had to make a decision about helping that organization. Therefore, as a significant positive increase in public recognition of and knowledge about MHCF occurred, the likelihood increased that people would be willing to donate to the organization.

Objective Two. Make a significant change in public relations with newspapers, magazines, radios and other forms of media in the Jackson area through a

3% increase in media contact and positive publicity by December 31, 2002.

Positive relationships with media personnel guaranteed the likelihood of media coverage of future MHCF events and increased the positive connection MHCF was establishing with the general public in Jackson-area communities.

Objective Three. Make a significant change in the number of participants at MCHF fund development events by increasing participation in the Jackson area by 3% by December 31, 2002. If event participation increased, it followed that the amount of money that was raised would increase, public awareness would be enhanced, and positive public image would increase.

Objective Four. Make a significant change in the amount of donor contributions made to MHCF by increasing donor contributions from the general public in the Jackson area by 3% by December 31, 2002. An increase in donor contributions meant that MHCF could help more clients and continue its goal to eliminate the need for telemarketing.

Description of the Intervention

Through the creation and implementation of a comprehensive marketing plan, MHCF expanded its contact with media organizations and with the general public and sought viable alternatives other than telemarketing for fund development efforts. The marketing platform was established using two levels: media contact and fund development programs.

Media contact included the development and distribution of a press kit; the development and distribution of public service announcements and an updated jingle for contact with print and broadcast media; and the development and implementation of a direct-mail donation piece, a new brochure, posters, flyers and other printed media for contact with the general public.

The press kit included information about the purpose and structure of the organization, recent newspaper and magazine articles about the organization, and ways the general public could contribute to MHCF. Ten press kits were developed and sent, along with a cover letter, to newspaper, magazine, radio and television companies in the Jackson area.

The public service announcements (see script in Appendix B) were 60-second spots that featured an Elvis impersonator, and could be broadcast in any radio or television format. These announcements were also produced as print-media ads for publication in newspapers or magazines. The jingle was a 60-second spot developed with the cooperation of a country singer to run on local country, soft-rock and talk radio stations.

The direct-mail donation piece (see Appendix B) was a self-mailing brochure with an attached envelope. This piece would be mailed to potential donors. It included information about the organization's origin, who it serviced, and photos and updates on a few clients. Attached to the end of the brochure was an envelope which could be used to send a donation to MHCF.

This direct-mail piece would also be used as a new brochure for MHCF. It could be available in the office, or handed out to the general public at MHCF fund development events or other public events. The attached envelope was a convenient way for people who were seeking information about MHCF to also make a donation to the organization.

The posters and flyers (see samples in Appendix B) had specific purposes. They were generally used to advertise upcoming MHCF fund development events.

Other print media included a bus-stop bulletin board (see Appendix B) which served as a general advertisement for MHCF and helped to establish its

brand. It was displayed near Foote Hospital.

8-1/2 x 11" information sheets (see Appendix B) about MHCF's services and ways the community could help were also published. These information sheets were used at MHCF fund development events and other public events to help inform the public about the activities of MHCF, and were also included in the press kits.

Fund development programs included the enhancement of existing events through increased advertising efforts, increased participation in other community events, an update of MHCF's annual Hope Angel campaign, and the development of new fund development events and ideas. MHCF also came up with a new program that, although not an elimination of telemarketing, would ensure that more money solicited through telemarketing would go directly to patient care.

In previous years, the Softball Tournament, the Rock-n-Bowl and the Karaoke Contest were advertised by word-of-mouth and posters in local stores. This year, advertisement was expanded to include press releases to be broadcast on radio and television and printed in the local newspaper (see Appendix B).

MHCF stepped up its participation in the community by hosting a booth at Junior Achievement's annual Grand Prix event, held in downtown Jackson, and at the September 11th Volunteer Day at Jackson Crossing Mall. They also participated in downtown Jackson's Scarecrow Contest and sold raffle tickets for various area events.

The annual Hope Angel event involved recruiting local businesses to sell an "Angel of Hope" to their customers for \$1.00, similar to the campaigns one sees for Muscular Dystrophy or March of Dimes. The event was updated through the creation of a new angel design, the addition of counter signs for the stores,

and a new recruitment letter (see Appendix B).

One new fund development event that was developed was a Road Rally. Sponsored by a local car dealership, the Rally was similar to a treasure hunt in a car. Teams of two signed up and, following only written directions, traveled throughout Jackson County in search of certain “treasures.” The car that finished the course in the quickest time was the winner. A barbeque followed the Rally. Many race fans lived in the Jackson area, and the event would target that market. Because the Rally was a spring/summer event, the date for the Rally was scheduled for June of 2003.

Another new fund development event was a guest speaker forum and dinner, scheduled to take place in the spring of 2003. The formal dinner would be an invitation-only event, and would attract potential donors who could pay up to \$150 a plate for the dinner. A high-profile guest speaker would be the main attraction.

Three new long-term fund development ideas were also developed. The first idea, created in partnership with the Jackson Kiwanis Club, was to write and publish a biography of a local gentleman, Mr. John Resor (see mock cover in Appendix B). Mr. Resor had lived in Jackson for most of his 85 years, and had many memories and anecdotes about the Jackson area. He had also been a volunteer for Kiwanis for 45-plus years, which would be of interest to Kiwanis Club members. MHCF and Kiwanis felt that this biography could generate quite a bit of interest in the Jackson area and with Kiwanis members throughout the world, and had the potential to raise quite a bit of money for both organizations. The book was slated for publication by September, 2003.

The second fund development idea, a magazine for cancer patients and

their families (see mock cover in Appendix B), was another way to gain continuous funds for MHCF. Developed in conjunction with a local publishing company, the magazine was designed to be sold to doctors and hospitals to have available in their waiting rooms for patients and families to read. The magazine was slated for publication sometime in 2003.

The third fund development idea, the Angel of Hope Campaign (see Appendix B), was designed to reach a wide audience of potential donors. The basic idea of the Angel of Hope Campaign was to offer the general public an opportunity to donate to MHCF on a monthly basis. There were several donation dollar amounts from which to choose, and each level had a specific name. Donors could choose any monthly dollar amount or choose to make a one-time contribution. Monthly donors would receive quarterly newsletters advertising MHCF's upcoming events and updating donors about how their dollars helped MHCF's clients.

There were two levels to this campaign. The first level consisted of an advertisement in The Salesman. The advertisement reached all Salesman customers in Jackson county and some neighboring counties. It included a "coupon" that could be cut out and mailed back to MHCF with the first month's donation.

The second level consisted of a letter that was sent to local area businesses. The letter encouraged business owners, along with their employees, to become monthly donors to MHCF. It also included a "coupon" and a pre-addressed envelope.

MHCF's new telemarketing plan was developed to increase the amount of money that went directly to patient care. In December, 2002, MHCF ended

the contract with its existing telemarketing company, but MHCF was not yet prepared to eliminate telemarketing altogether. A program was developed that would include only one telemarketer who would call from the MHCF office. Donors were directed to send their contributions directly to MHCF's offices. A successful test of this program was conducted in October, 2002, and the program would begin full time in January, 2003.

Many of the plans for increased publicity and fund development were established and implemented during the period in which this thesis was written. Because of the nature of marketing, however, some of the ideas were scheduled for later implementation. One major goal for MHCF was to establish publicity and fund development events that would increase public awareness throughout the year and into the future, and this was accomplished by creating events and ideas that were on the docket and ready to go for the upcoming year.

As MHCF expanded its public awareness and fund development efforts, it became clear that the four targeted objectives worked with each other. Increased positive publicity led to increased public awareness of the organization and its purpose, which led to more public participation in fund development events, which led to a larger donor base for the organization. If the events and activities that were developed were working, MHCF would achieve and maintain these objectives. A random survey (see Appendix B) conducted in the Jackson County area would help MHCF determine whether this marketing and fund development plan was pointing their organization in the right direction.

Chapter Five

Evaluation Plan

This chapter will provide a detailed description of the methodology used to determine whether the intervention for MHCF met its objectives.

Data Collection Plan for Objective One

Objective One. Increase recognition of and knowledge about MHCF among the general public in the Jackson area by 3% by December 31, 2002. Data for this objective was gathered by randomly selecting 100 people from the Jackson area before the marketing plan was in effect and surveying them regarding their awareness of MHCF and whether they were familiar with the services the organization offered. The same questions were asked of another randomly selected group of 100 people after the marketing plan was implemented. The survey was not field tested.

Data Analysis Plan for Objective One

The data for Objective One was analyzed using the Percent Change Test. The total number of positive answers for question one (have you ever heard of a non-profit organization called the Mission of Hope Cancer Fund) and question two (are you aware of the services offered by the Mission of Hope Cancer Fund) on the survey were computed for both the “before-marketing-plan” and the “after-marketing-plan” groups. 47.5% of respondents answered positively to question one before the marketing plan was implemented, and 72.5% of respondents answered positively to question one after the marketing plan was implemented. 17.5% of respondents answered positively to question two before the marketing plan was implemented, and 47.5% of respondents answered positively to question

two after the marketing plan was implemented. Using these scores, the percent change was computed. If the percent change value was positive, then the "after" figure" was greater than the "before" figure and there had been an increase. If the percent change value was positive, then the "after" figure" was greater than the "before" figure and there had been an increase. If the percent change value was negative, then the "before" figure was greater than the "after" figure and there had been a decrease.

After these calculations were made, a Test of Significance was performed to indicate whether or not the percent change was statistically significant. If the percent change was statistically significant and there had been an increase of at least 3%, then Objective One had been met. If the percent change was statistically significant and there had been a decrease, then Objective One had not been met.

Limitation of the Data Collection Plan for Objective One

Due to limited personnel resources and limited opportunities to conduct public surveys, there was some difficulty collecting 100 samples. The sample groups in both the "before" and "after" survey were cut down to 40 samples.

A second limitation occurred when some of the survey subjects did not want to answer the survey because they thought they would be solicited in the future. In order to forestall any hesitation on the part of the subjects, the survey stated that no further solicitation would occur, survey subjects were given the option regarding whether or not to include their personal information on the survey form, and the survey-taker was very diligent in reassuring the survey subjects that they would not be solicited in the future.

A final limitation for Objective One was that many of the media events would not take place until after the survey was conducted. Therefore, the

collected data reflected only a partial implementation of the marketing plan and its effect on the Jackson-area public.

Data Collection Plan for Objective Two

Objective Two. Increase public relations with newspapers, magazines, radios and other forms of media in the Jackson area by 3% by December 31, 2002.

A compilation of data regarding the number of articles that were published in newspapers or magazines and the number of public service announcements or jingles that had appeared on radio or TV in the last year, before the marketing plan was implemented, was collected from the records at the offices of MHCF. The same compilation of data was collected by the researcher as it occurred after the marketing plan was implemented.

Additionally, 100 people from the Jackson area were randomly selected before the marketing plan was in effect. This sample group was surveyed regarding whether they had read about MHCF in a newspaper or magazine, and whether they had hear about MHCF from public service announcements or radio jingles. The same questions were asked of another randomly selected group of 100 people after the marketing plan was implemented. The survey was not field tested.

Data Analysis Plan for Objective Two

The Chi-Square Test was used to see if the number of recorded media events (identified as newspaper or magazine articles, public service announcements or radio jingles) before the marketing plan had been implemented was significantly less than the number of recorded media events after the marketing plan had been implemented. The number of media events recorded before the marketing plan was labeled the “before” group and the number of media events recorded after the marketing plan was labeled the “after” group. A contingency table was formed,

and the data was analyzed.

If the computed chi-square value was less than the table chi-square value, then a conclusion was made that there was no significant difference between the number of before-marketing-plan media events and after-marketing-plan media events and that, therefore, Objective Two had not been met. If the computed chi-square value was greater than the table chi-square value, then a conclusion was made that there was a significant difference between the number of before-marketing-plan media events and after-marketing-plan media events and that, therefore, Objective Two had been met.

For the second set of data collection for Objective Two, the Percent Change Test was used. The total number of positive answers for question three (have you ever read about the Mission of Hope Cancer Fund in local newspapers or magazines) and question four (have you ever heard any public service announcements or radio jingles for the Mission of Hope Cancer Fund) on the survey were computed for both the "before-marketing-plan" and the "after-marketing-plan" groups. 27.5% of respondents answered positively to question three before the marketing plan was implemented, and 82.5% of respondents answered positively to question three after the marketing plan was implemented. 32.5% of respondents answered positively to question four before the marketing plan was implemented, and 75% of respondents answered positively to question four after the marketing plan was implemented. Using these scores, the percent change was computed. If the percent change value was positive, then the "after" figure" was greater than the "before" figure and there had been an increase. If the percent change value was negative, then the "before" figure was greater than the "after" figure and there had been a decrease.

After these calculations were made, a Test of Significance was performed to indicate whether or not the percent change was statistically significant. If the percent change was statistically significant and there had been an increase of at least 3%, then Objective Two had been met. If the percent change was statistically significant and there had been a decrease, then Objective Two had not been met.

Limitation of the Data Collection Plan for Objective Two

There was some concern that adequate records of past media events had not been kept through MHCF, which would have skewed the entire data.

Adequate records were found, however, and the data was correct.

Due to limited personnel resources and limited opportunities to conduct public surveys, there was some difficulty collecting 100 samples. The sample groups in both the “before” and “after” survey were cut down to 40 samples.

Again, many of the media events would not take place until after the survey was conducted. Therefore, the collected data reflected only a partial implementation of the marketing plan and its effect on the Jackson-area public.

Finally, some of the survey subjects did not want to answer the survey because they thought they would be solicited in the future. In order to forestall any hesitation on the part of the subjects, the survey stated that no further solicitation would occur, survey subjects were given the option regarding whether or not to include their personal information on the survey form, and the survey-taker was very diligent in reassuring the survey subjects that they would not be solicited in the future.

Data Collection Plan for Objective Three

Objective Three. Increase the number of participants at MHCF fund development events by 3% by December 31, 2002.

A compilation of data regarding the number of fund development participants involved in the last year, before the marketing plan was implemented, was collected from the records at the offices of MHCF. The same compilation of data was collected by the researcher as it occurred after the marketing plan was implemented.

Additionally, 100 people from each geographic location were randomly selected before the marketing plan was in effect. This sample group was surveyed regarding their past participation in a MHCF fund development event and their future interest in participating in a MHCF fundraising event. The same questions were asked of another randomly selected group of 100 people after the marketing plan was implemented. The survey was not field tested.

Data Analysis Plan for Objective Three

The Chi-Square Test was used to see if the number of fund development participants recorded before the marketing plan had been implemented was significantly less than the number of fund development participants recorded after the marketing plan had been implemented. The number of fund development participants recorded before the marketing plan was implemented was labeled the “before” group and the number of fund development participants recorded after the marketing plan was implemented was labeled the “after” group. A contingency table was formed, and the data was analyzed.

If the computed chi-square value was less than the table chi-square value, then a conclusion was made that there was no significant difference between the number of before-marketing-plan fund development participants and after-marketing-plan fund development participants and that, therefore, Objective Three had not been met.

If the computed chi-square value was greater than the table chi-square value, then a conclusion was made that there was a significant difference between the number of before-marketing-plan fund development participants and after-marketing-plan fund development participants and that, therefore, Objective Three had been met.

For the second set of data collection for Objective Three, the Percent Change Test was used. The total number of positive answers for question five (have you ever participated in a MHCF fundraising event) and question six (if you knew more about the Mission of Hope Cancer Fund, would you be more interested in participating in a Mission of Hope Cancer Fund fundraising event) on the survey were computed for both the “before-marketing-plan” and the “after-marketing-plan” groups. 5% of respondents answered positively to question five before the marketing plan was implemented, and 12.5% of respondents answered positively to this question after the marketing plan was implemented. 57.5% of respondents answered positively to question six before the marketing plan was implemented, and 57.5% of respondents answered positively to question six after the marketing plan was implemented.

Because there was no change in the positive answers to question six, and because this question also garnered some neutral (maybe) answers, the total number of neutral and negative answers were computed for both the “before-marketing-plan” and the “after-marketing-plan” groups. 35% of respondents answered negatively to question six before the marketing plan was implemented, and 25.7% of respondents answered negatively to question six after the marketing plan was implemented. 7.5% of respondents answered neutrally to question six before the marketing plan was implemented, and 15% of respondents answered

neutrally to question six after the marketing plan was implemented.

Using these scores, the percent change was computed. If the percent change value was positive, then the "after" figure" was greater than the "before" figure and there had been an increase. If the percent change value was negative, then the "before" figure was greater than the "after" figure and there had been a decrease.

After these calculations were made, a Test of Significance was performed to indicate whether or not the percent change was statistically significant. If the percent change was statistically significant and there had been an increase of at least 3%, then Objective Three had been met. If the percent change was statistically significant and there had been a decrease, then Objective Three had not been met.

Limitation of the Data Collection Plan for Objective Three

There was some concern that adequate records of previous participation in fund development events had not been kept through MHCF, which would have skewed the entire data. Adequate records were obtained, however, and the data was correct.

Due to limited personnel resources and limited opportunities to conduct public surveys, there was some difficulty collecting 100 samples. The sample groups in both the "before" and "after" survey were cut down to 40 samples.

As with the previous two objectives, many of the media events would not take place until after the survey was conducted. Therefore, the collected data reflected only a partial implementation of the marketing plan and its effect on the Jackson-area public.

Finally, some of the survey subjects did not want to answer the survey

because they thought they would be solicited in the future. In order to forestall any hesitation on the part of the subjects, the survey stated that no further solicitation would occur, survey subjects were given the option regarding whether or not to include their personal information on the survey form, and the survey-taker was very diligent in reassuring the survey subjects that they would not be solicited in the future.

Data Collection Plan for Objective Four

Objective Four. Increase donor contributions from the general public in the Jackson area by 3% by December 31, 2002.

A compilation of data regarding the number of financial donors involved from the Jackson area in the last year, before the marketing plan was implemented, was collected from the records at the offices of MHCF. The same compilation of data was collected by the researcher as it occurred after the marketing plan had been implemented.

Additionally, 100 people from each geographic location were randomly selected before the marketing plan was in effect. This sample group was surveyed regarding whether they had made a financial contribution to MHCF in the past, and whether increased knowledge about the organization would encourage them to make a contribution in the future. The same questions were asked of another randomly selected group of 100 people after the marketing plan was implemented. The survey was not field tested.

Data Analysis Plan for Objective Four

The Chi-Square Test was used to see if the number of financial donors recorded before the marketing plan had been implemented was significantly less than the number of financial donors recorded after the marketing plan had been

implemented. The number of financial donors recorded before the marketing plan was labeled the “before” group and the number of financial donors recorded after the marketing plan was labeled the “after” group. A contingency table was formed, and the data was analyzed.

If the computed chi-square value was less than the table chi-square value, then a conclusion was made that there was no significant difference between the number of before-marketing-plan financial donors and after-marketing-plan financial donors and that, therefore, Objective Four had not been met.

If the computed chi-square value was greater than the table chi-square value, then a conclusion was made that there was a significant difference between the number of before-marketing-plan financial donors and after-marketing-plan financial donors and that, therefore, Objective Four had been met.

For the second set of data collection for Objective Four, the Percent Change Test was used. The total number of positive answers for question seven (have you ever made a financial contribution to the Mission of Hope Cancer Fund) and question eight (if you knew more about the Mission of Hope Cancer Fund, would you be more likely to make a contribution in the future) on the survey were computed for both the “before-marketing-plan” and the “after-marketing-plan” groups. 5% of respondents answered positively to question seven before the marketing plan was implemented, and 15% of respondents answered positively to question seven after the marketing plan was implemented. 82.5% of respondents answered positively to question seven before the marketing plan was implemented, and 92.5% of respondents answered positively to question seven after the marketing plan was implemented. Using these scores, the percent change was computed. If the percent change value was positive, then the “after” figure” was

greater than the “before” figure and there had been an increase. If the percent change value was negative, then the “before” figure was greater than the “after” figure and there had been a decrease.

After these calculations were made, a Test of Significance was performed to indicate whether or not the percent change was statistically significant. If the percent change was statistically significant and there had been an increase of at least 3%, then Objective Four had been met. If the percent change was statistically significant and there had been a decrease, then Objective Four had not been met.

Limitation of the Data Collection Plan for Objective Four

There was some concern that adequate records of previous financial donors had not been kept through MHCF, which would have skewed the entire data. Adequate records were found, however, and the data was correct.

Due to limited personnel resources and limited opportunities to conduct public surveys, there was some difficulty collecting 100 samples. The sample groups in both the “before” and “after” survey were cut down to 40 samples.

Some of the survey subjects did not want to answer the survey because they thought they would be solicited in the future. In order to forestall any hesitation on the part of the subjects, the survey stated that no further solicitation would occur, survey subjects were given the option regarding whether or not to include their personal information on the survey form, and the survey-taker was very diligent in reassuring the survey subjects that they would not be solicited in the future.

Finally, many of the media events would not take place until after the survey was conducted. Therefore, the collected data reflected only a partial implementation of the marketing plan and its effect on the Jackson-area public.

Both the before-market-plan survey and the after-market-plan survey were conducted at various public venues in the Jackson county area. All four objectives shared one limitation that had to be addressed: the after-market-plan survey for these objectives was conducted before the entire marketing plan had been implemented. This meant that the Jackson-area public had not had complete exposure to MHCF, which might affect the data outcome.

Although this was a concern, it was not great enough to completely invalidate the survey data. One of the objectives of any good marketing plan was to have enough media events and fund development activities so that the organization had a continuous impact on the public. From this perspective, it was easy to see that there would never be a time when the entire marketing plan had been implemented. Data collected at this point in time would still be valid and valuable to MHCF because it would provide necessary indicators to the organization.

Of the four objectives, the third objective posed the most challenge. It's positive responses were equal, so a computation of the neutral and negative responses were added to see whether they had any effect on the positive responses.

All the data would provide important information for MHCF. It would indicate to MHCF whether the implementation of a marketing plan was the correct step to take and, even more importantly, if the marketing plan was having any effect on MHCF's public recognition. An increase in public recognition would lead to increased participation among Jackson-area residents and would increase MHCF's donor base. The statistical results from the survey and written records would point the way for MHCF; it would be the guidepost for the organization's future strategical moves.

Chapter Six

Summary of Results

This chapter will provide the results of a survey that was conducted both before and after MHCF's marketing plan was implemented. The survey asked yes or no questions to determine whether or not the general public in the Jackson area were familiar with MHCF and its services, were aware of publicity for MHCF, had participated in its fundraising events, or had given a financial contribution to MHCF. This chapter also provides the results of data compiled from MHCF both before and after the marketing plan was implemented.

Because of the method of collecting data, all data from the survey were analyzed by the Percentage Test, and included a test of significance. In addition, compiled data used in Objectives Two, Three and Four were analyzed using the Chi-Square Test. Each objective has a corresponding table for clarity of presentation. The raw data for each objective and computations for the Percentage Test, test of significance and the Chi-Square Test are presented in Appendix B.

Objective One

Increase recognition of and knowledge about MHCF among the general public in the Jackson area by 3% by December 31, 2002.

A randomized pre-marketing-plan/post-marketing-plan survey was used to gather data for this objective. The following question was asked of 40 people in the Jackson area: "Have you ever heard of a non-profit organization called the Mission of Hope Cancer Fund?" The Percentage Test was used to determine whether there was an increase in positive responses to this question after the marketing plan had been implemented.

A test of significance was then performed to indicate whether or not the data was statistically significant. The data summarizing these results are presented in Table 1.

Table 1

	Before Marketing Plan	After Marketing Plan
Number of positive (yes) responses to Question One.	21	29

A cursory look at Table 1 indicated that there were more positive responses to the question after the marketing plan was implemented. A general formula for computing percent change indicated that positive responses increased by 38.1%, which was more than the 3% goal.

The test for statistical significance was performed using a 95% confidence interval. An analysis of the resulting answer ($.381 > .66$) indicated that the increase was not statistically significant, since .381 is not greater than .66. Therefore, although the Percentage test showed a great increase in the number of Jackson-area residents who recognized MHCF, a conclusion could not be made that the marketing plan had significantly increased that recognition.

A second question was asked of 40 Jackson area residents: "Are you aware of the services offered by MHCF?" The Percentage Test was used to determine whether there was an increase in positive responses to this question after the marketing plan had been implemented. A test of significance was then performed to indicate whether or not the data was statistically significant. The data summarizing these results are presented in Table 2, shown on the next page.

Table 2		
	Before Marketing Plan	After Marketing Plan
Number of positive (yes) responses to Question Two.	7	21

A cursory look at Table 2 indicated that there were more positive responses to the question after the marketing plan was implemented. A general formula for computing percent change indicated that positive responses increased by 200%, which was more than the 3% goal.

The test for statistical significance was performed using a 95% confidence interval. An analysis of the resulting answer ($2.00 > 1.48$) indicated that the increase was statistically significant, since 2.00 is greater than 1.48. Therefore, in agreement with the Percentage Test results, a conclusion could be made that the marketing plan had significantly increased recognition among Jackson-area residents of the services MHCF offered.

Objective Two

Increase public relations with newspapers, magazines, radios and other forms of media in the Jackson area by 3% by December 31, 2002.

A randomized pre-marketing-plan/post-marketing-plan survey was used to gather data for this objective. The following question was asked of 40 people in the Jackson area: "Have you ever read about MHCF in local newspapers or magazines?" The Percentage Test was used to determine whether there was an increase in positive responses to this question after the marketing plan had been implemented. A test of significance was then performed to indicate whether or not the data was statistically significant. The data summarizing these results are presented in Table 3, shown on the next page.

Table 3		
	Before Marketing Plan	After Marketing Plan
Number of positive (yes) responses to Question Three.	7	21

A cursory look at Table 3 indicated that there were more positive (yes) responses to the question after the marketing plan was implemented. A general formula for computing percent change indicated that positive responses increased by 200%, which was more than the 3% goal.

The test for statistical significance was performed using a 95% confidence interval. An analysis of the resulting answer ($2.00 > 1.18$) indicated that the increase was statistically significant, since 2.00 is greater than 1.18. Therefore, in agreement with the Percentage Test, a conclusion could be made that the marketing plan had significantly increased the number of newspaper or magazine articles about MHCF seen by Jackson-area residents.

A Chi-Square Test was also performed, using data received from MHCF and compiled by the researcher regarding the number of newspaper or magazine articles recorded as having been printed before and after the marketing plan was implemented. The data summarizing these results are presented in Table 4.

Table 4			
	Number of Newspaper or Magazine Articles Published		
	Before	After	Total
Number Observed	3	9	12
Number Expected	6	6	12

The table had two column categories, so the degree of freedom was 1, and the chi-square value computed from the contingency table was 3.84. The computed chi-square value was 3, which was less than 3.84, so there was no statistically significant difference in the number of newspaper or magazine articles published about MHCF after the marketing plan was implemented than there was before the marketing plan was implemented.

Although the number of Jackson-area residents who had seen a newspaper or magazine article about MHCF had increased a statistically significant amount, the number of articles that had been published had not increased by a statistically significant amount.

Another question regarding advertising and public relations was asked of 40 Jackson area residents: “Have you ever heard any public service announcements or radio jingles for MHCF?” The Percentage Test was used to determine whether there was an increase in positive responses to this question after the marketing plan had been implemented. A test of significance was then performed to indicate whether or not the data was statistically significant. The data summarizing these results are presented in Table 5.

Table 5

	Before Marketing Plan	After Marketing Plan
Number of positive (yes) responses to Question Four.	13	30

A cursory look at Table 5 indicated that there were more positive (yes) responses to the question after the marketing plan was implemented. A general formula for computing percent change indicated that positive responses increased

by 131%, which was more than the 3% goal.

The test for statistical significance was performed using a 95% confidence interval. An analysis of the resulting answer ($1.31 > 0.54$) indicated that the increase was statistically significant, since 1.31 is greater than 0.54. Therefore, a conclusion could be made that the marketing plan had significantly increased the number of MHCF public service announcements or jingles heard by the Jackson-area public.

A Chi-Square Test was also performed, using data received from MHCF and compiled by the researcher regarding the number of public service announcements or jingles recorded as having been aired before and after the marketing plan was implemented. The data summarizing these results are presented in Table 6.

Table 6

	Number of Jingles or Public Service Announcements Aired		Total
	Before	After	
Number Observed	1	5	6
Number Expected	3	3	6

The table had two column categories, so the degree of freedom was 1, and the chi-square value computed from the contingency table was 3.84. The computed chi-square value was 2.66, which was less than 3.84, so there was no statistically significant difference in the number of MHCF jingles or public service announcements aired after the marketing plan was implemented than there was before the marketing plan was implemented.

Although the number of Jackson-area residents who heard a MHCF jingle or public service announcement had increased a statistically significant amount,

the number of jingles and public service announcements that had been broadcast had not increased by a statistically significant amount.

Objective Three

Increase the number of participants at MHCF fundraising events by 3% by December 31, 2002.

A randomized pre-marketing-plan/post-marketing-plan survey was used to gather data for this objective. The following question was asked of 40 people in the Jackson area: “Have you ever participated in a MHCF fundraising event?” The Percentage Test was used to determine whether there was an increase in positive responses to this question after the marketing plan had been implemented. A test of significance was then performed to indicate whether or not the data was statistically significant. The data summarizing these results are presented in Table 7.

Table 7		
	Before Marketing Plan	After Marketing Plan
Number of positive (yes) responses to Question Five.	2	5

A cursory look at Table 7 indicated that there were more positive (yes) responses to the question after the marketing plan was implemented. A general formula for computing percent change indicated that positive responses increased by 150%, which was more than the 3% goal.

The test for statistical significance was performed using a 95% confidence interval. An analysis of the resulting answer ($3.00 > 2.59$) indicated that the increase was statistically significant, since 3.00 is greater than 2.59 Therefore, a

conclusion could be made that the marketing plan had significantly increased the number of participants in MHCF fundraising events.

A Chi-Square Test was also performed, using data received from MHCF and compiled by the researcher regarding the number of fundraising participants recorded before and after the marketing plan was implemented. The data summarizing these results are presented in Table 8.

Table 8

	Number of Fundraising Event Participants		Total
	Before	After	
Number Observed	812	1111	1923
Number Expected	961.5	961.5	1923

The table had two column categories, so the degree of freedom was 1, and the chi-square value computed from the contingency table was 3.84. The computed chi-square value was 23.25, which was more than 3.84, so there was a statistically significant difference in the number of fundraising participants after the marketing plan was implemented than there was before the marketing plan was implemented, due to a significant increase in the amount of fundraising participants.

The Percentage Test results and the statistical significance test results agreed with records analyzed with the Chi-Square Test. A conclusion could be made that more people said they participated in MHCF fundraising events and more people were actually recorded as having participated in fundraising events after the marketing plan was implemented.

For this objective, a second question was asked of 40 people in the Jackson area: "If you knew more about MHCF, would you be more interested in

participating in a MHCF fundraising event?" The Percentage Test was used to determine whether there was an increase in positive responses to this question after the marketing plan had been implemented. A test of significance was then performed to indicate whether or not the data was statistically significant. The data summarizing these results are presented in Table 9.

	Table 9	
	Before Marketing Plan	After Marketing Plan
Number of positive (yes) responses to Question Six.	23	23

A cursory look at Table 9 indicated that there was no change in the number of positive responses to the question after the marketing plan was implemented. A general formula for computing percent change indicated that positive responses made no change.

The test for statistical significance was performed using a 95% confidence interval. An analysis of the resulting answer ($.43 < 0$) indicated that the decrease was not statistically significant, since .43 is not less than 0. Therefore, a conclusion could not be made that the marketing plan had significantly increased the number of Jackson-area residents who would be willing to participate in a MHCF fundraising event if they knew more about MHCF.

In addition to "yes" and "no" answers, this question also garnered some "maybe" answers. To determine whether the "maybe" answers had affected the unchanged response "yes" answers or a change in "no" answers, the Percentage Test was also used on both "maybe" and "no" answers. A test of significance was then performed on the "maybe" and "no" answers to indicate whether or not the

data was statistically significant. The data summarizing these results are presented in Tables 10 and 11.

Table 10		
	Before Marketing Plan	After Marketing Plan
Number of neutral (maybe) responses to Question Six.	3	6

A cursory look at Table 10 indicated that there were more neutral (maybe) responses to the question after the marketing plan was implemented. A general formula for computing percent change indicated that neutral responses increased by 100%.

The test for statistical significance was performed using a 95% confidence interval. An analysis of the resulting answer ($1 > 1.96$) indicated that the increase was not statistically significant, since 1 is not greater than 1.96. Therefore, a conclusion could not be made that the marketing plan had significantly increased the number of Jackson-area residents who might be willing to participate in a MHCF fundraising event if they knew more about MHCF.

Table 11		
	Before Marketing Plan	After Marketing Plan
Number of negative (no) responses to Question Six.	14	11

A cursory look at Table 11 indicated that there were less negative (no) responses to the question after the marketing plan was implemented. A general formula for computing percent change indicated that negative responses

decreased by 21.4%.

The test for statistical significance was performed using a 95% confidence interval. An analysis of the resulting answer ($-.214 < 0.70$) indicated that the decrease was statistically significant, since $-.214$ was less than 0.70 . Therefore, a conclusion could be made that the marketing plan had significantly decreased the number of Jackson-area residents who would not be willing to participate in a MHCF fundraising event if they knew more about MHCF.

Although there was no change in the percent of positive responses to this question, there was an increase in the number of neutral responses. The neutral response change was not statistically significant, however, it did contribute to the decrease in the number of negative responses.

Objective Four

Increase donor contributions from the general public in the Jackson area by 3% by December 31, 2002.

A randomized pre-marketing-plan/post-marketing-plan survey was used to gather data for this objective. The following question was asked of 40 people in the Jackson area: “Have you ever made a financial contribution to MHCF?” The Percentage Test was used to determine whether there was an increase in positive responses to this question after the marketing plan had been implemented. A test of significance was then performed to indicate whether or not the data was statistically significant. The data summarizing these results are presented in Table 12.

Table 12

	Before Marketing Plan	After Marketing Plan
Number of positive (yes) responses to Question Seven.	2	8

A cursory look at Table 12 indicated that there were more positive (yes) responses to the question after the marketing plan was implemented. A general formula for computing percent change indicated that positive responses increased by 200%, which was more than the 3% goal.

The test for statistical significance was performed using a 95% confidence interval. An analysis of the resulting answer ($2.00 > 2.77$) indicated that the increase was not statistically significant, since 2.00 is not greater than 2.77. Therefore, although there was an increase in the number of persons who made a financial contribution, a conclusion could be not made that the marketing plan had significantly increased the number of persons in the Jackson area who said they had made a financial contribution to MHCF.

A Chi-Square Test was also performed, using data received from MHCF and compiled by the researcher regarding the number of financial contributors recorded before and after the marketing plan was implemented. The data summarizing these results are presented in Table 13,.

Table 13

	Number of Fundraising Participants		Total
	Before	After	
Number Observed	8500	7903	16403
Number Expected	8201.5	8201.5	16403

The table had two column categories, so the degree of freedom was 1, and the chi-square value computed from the contingency table was 3.84. The computed chi-square value was 10.86, which was more than 3.84, so there was a statistically significant difference in the number of financial contributors after the marketing plan was implemented than there was before the marketing plan was implemented,

due to a significant increase in the number of financial contributors in the Jackson area.

Although there was no statistically significant difference in the number of people who said they had contributed to MHCF, records analyzed with the Chi-Square Test indicated that more people had made financial contributions after the marketing plan was implemented than before it was implemented.

For this objective, a second question was asked of 40 people in the Jackson area: “If you knew more about MHCF, would you be more likely to make a financial contribution in the future?” The Percentage Test was used to determine whether there was an increase in positive responses to this question after the marketing plan had been implemented. A test of significance was then performed to indicate whether or not the data was statistically significant. The data summarizing these results are presented in Table 14.

	Table 14	
	Before Marketing Plan	After Marketing Plan
Number of positive (yes) responses to Question Eight.	33	37

A cursory look at Table 14 indicated that there were more positive (yes) responses to the question after the marketing plan was implemented. A general formula for computing percent change indicated that positive responses increased by 12%, which was more than the 3% goal.

The test for statistical significance was performed using a 95% confidence interval. An analysis of the resulting answer (.12 > .16) indicated that the increase was statistically significant, since .12 is greater than .16. Therefore, a conclusion could be made that the marketing plan had significantly increased the number of

Jackson-area residents who would be willing to make a financial contribution if they knew more about MHCF.

The tests performed on these four objectives through a “before” and “after” survey of two separate groups of Jackson-area residents and through compilation of “before” and “after” data yielded mixed results. Objective One’s results indicated that the implementation of the marketing plan had not shown a statistically significant increase in recognition of MHCF, but it had indicated a statistically significant increase in knowledge about the services MHCF offered.

Objective Two’s results suggested that, although the number of newspaper and magazine articles published and the number of jingles and public service announcements broadcast had not gained a statistically significant increase, the number of people who had read or heard these public-relations efforts did increase by a statistically significant amount.

Objective Three’s results indicated that the number of people participating in MHCF fundraising events had increased by a statistically significant amount. The results regarding the number of people who indicated they would be more likely to participate in a MHCF fundraising event if they knew more about the organization was a little more ambiguous. There was no statistically significant positive change in the amount of people who said they would participate more with more knowledge, but this question resulted in some neutral, or “maybe” answers. While not a statistically significant amount, the neutral answers did affect the amount of negative answers to the question. Consequently, there was a statistically significant decrease in the amount of Jackson-area residents who said they would not participate in MHCF fundraising events if they had more knowledge.

Objective Four's results indicated a statistically significant rise in the number of Jackson-area residents who said they had made a financial contribution to MHCF and a statistically significant rise in the number of contributions on record at MHCF after the marketing plan was implemented. There was also a statistically significant rise after the marketing plan was implemented in the number of Jackson-area residents who said they would be more likely to make a financial contribution if they knew more about the organization.

Although the results showed that some improvements could be made in the marketing plan, the overall results were favorable. The institution of a marketing plan at MHCF was leading the organization in the right direction. Chapter Seven, *Conclusions and Recommendations*, would provide a guideline for MHCF to use as the organization continued to increase its public recognition and enlarge the effect of its fundraising activities.

Chapter Seven

Conclusion and Recommendations

In order to continue helping clients, MHCF needed to increase public awareness, garner positive media attention, increase fundraising participation and expand its donor base. The purpose of this thesis was to initiate these changes by creating, implementing and evaluating a comprehensive marketing and fundraising plan for MHCF. The plan would be utilized as a prototype to increase community awareness about and raise funding for MHCF in the Jackson area. Eventually, MHCF would implement the plan in other states and seek its goal of becoming a nationally recognized organization. This chapter will present a discussion of the project findings and a discussion of the recommendations which stem from these findings.

Conclusions

Objective One was to increase recognition of and knowledge about MHCF among the general public in the Jackson area by 3% by December 31, 2002. An increase in public awareness was a necessary goal for MHCF. They needed to become a larger positive presence in the community in order to make people aware of who they were, who the people they helped were, and how they helped those people.

A survey was administered to 40 random Jackson-area residents before and after the marketing plan was in effect. The first two questions on the survey, "Have you ever heard of a non-profit organization called Mission of Hope Cancer Fund (MHCF)?" and "Are you aware of the services offered by MHCF?", were asked to gauge whether the planned public relations campaign was garnering more awareness among the community. The resulting data from the survey partially confirmed the original expectations of Objective One. Positive answers

to question one had increased by 38.1%, much more than the expected 3%. However, a test for statistical significance, using a 95% confidence interval, showed that this increase was not statistically significant. A conclusion could not be made that the public relations plan had caused the 38.1% rise in recognition.

One possible explanation for the 38.1% increase could be that some other aspect of the marketing plan, or perhaps the entire marketing plan as a whole, was responsible for the rise, and that was why there was not a statistically significant increase.

Lack of a statistically significant increase could also be due to one of the plan's limitations. Because many of the media events would not take place until after the survey was conducted, the collected data reflected only a partial implementation of the marketing plan and its effect on members of the Jackson area. This was the most likely theory, especially in consideration of the results question two garnered.

The resulting data from the survey was in partial agreement with the original expectations of Objective One. Positive answers to question two had increased by 200%, much more than the expected 3%. A test for statistical significance, using a 95% confidence interval, showed that this increase was statistically significant. Therefore, a conclusion could be made that the marketing plan had significantly increased recognition among Jackson-area residents regarding the services offered by MHCF.

Question one did not garner a statistically significant increase in positive responses, but question two did. The public relations part of the marketing plan did have some effect on the Jackson-area public, because people who already recognized MHCF were learning more about what the organization did for its clients. Although there was not a significant increase in recognition of MHCF as an organization in the Jackson area, the increase was promising. Objective One was a viable solution to the problem; it did improve the situation. In the long

term, continued efforts to broadcast MHCF's name and their purpose would only increase their recognition.

Objective Two was to increase public relations with newspapers, magazines, radios and other forms of media in the Jackson area by 3% by December 31, 2002. An increase in positive media attention would help MHCF become more recognized to the public, and it would also encourage media to consider MHCF as a legitimate, serious charity.

Questions three and four on the survey, "Have you ever read about MHCF in local newspapers or magazines?" and "Have you ever heard any public service announcements or radio jingles for MHCF?", were asked to gauge whether MHCF's efforts to increase public relations through local media was effective. Again, the resulting data from the survey partially confirmed the original expectations of Objective Two.

Positive answers to question three had increased by 200%, much more than the expected 3%. A test for statistical significance, using a 95% confidence interval, showed that this increase was statistically significant. A conclusion could be made that increased public relations efforts had caused the 200% increase in the amount of people who had read about MHCF.

A Chi-Square Test was also performed for question three, using data received from MHCF and compiled by the researcher. The results of this test indicated that there was no statistically significant increase in the number of newspaper or magazine articles that were printed before and after the marketing plan was implemented.

These results indicated that, although there was no statistically significant rise in the number of articles printed, there was a statistically significant rise in the number of people who saw those articles. These results could most likely be contributed to the placement and size of the articles rather than the quantity of the articles. A similar result was found with the results of question four.

Positive answers to question four had increased by 131%, much more than the expected 3%. A test for statistical significance, using a 95% confidence interval, showed that this increase was statistically significant. A conclusion could be made that increased public relations efforts had caused the 131% rise in recognition.

A Chi-Square Test was also performed for question four, using data received from MHCF and compiled by the researcher. The results of this test indicated that there was no statistically significant increase in the number of jingles or public service announcements that had aired before and after the marketing plan was implemented.

Similar to question three, these results could most likely be contributed to the choice of radio and television stations rather than the amount of public service announcements or jingles that were aired.

Questions three and four garnered mixed results, so Objective Two was partially met. The marketing plan was a viable solution to Objective Two, because efforts to get information about MHCF published or aired did increase the number of people who saw a public service announcement, heard the jingle or read about MHCF. If the statistically insignificant increase in the amount of articles, public service announcements and jingles caused such a statistically significant increase in public recognition, then an increased effort would only increase the amount of public recognition.

Objective Three was to increase the number of participants at MHCF fundraising events by 3% by December 31, 2002. This objective shifted focus from public relations to fundraising. An increase in fundraising event participants would increase public recognition, but mainly it would increase donations for MHCF, something the charity seriously needed in order to step away from telemarketing.

Questions five and six on the survey, "Have you ever participated in a

MHCF fundraising event?” and “If you knew more about MHCF, would you be more interested in participating in a MHCF fundraising event?”, were asked to gauge whether MHCF’s increased efforts to advertise their fundraising events was successful and to gauge whether more knowledge about the organization would lead to more participation in fundraising events. Again, the resulting data from the survey partially confirmed the original expectations of Objective Three.

Positive answers to question five had increased by 150%, much more than the expected 3%. A test for statistical significance, using a 95% confidence interval, showed that this increase was statistically significant. A conclusion could be made that increased efforts to advertise fundraising events had caused the 150% rise in recognition.

A Chi-Square Test was also performed for question five, using data received from MHCF and compiled by the researcher. The results of this test indicated that there was a statistically significant increase in the number of people who participated in MHCF fundraising events before and after the marketing plan was implemented.

These results were a definite indication that more advertising for fundraising events was a viable solution to this problem. It made an extremely significant difference toward improving the situation. Results for question six, however, were not so definite.

Positive answers to question six neither increased nor decreased. A test for statistical significance, using a 95% confidence interval, showed that this stagnant movement was not statistically significant. A conclusion could not be made that increased knowledge about MHCF would encourage more people to participate in a MHCF fundraising event.

Because some neutral (maybe) answers evolved from this question, a Percentage Test was also performed on the neutral and negative (no) answers to see if the insertion of neutral answers contributed to the stagnant movement of

positive responses.

Neutral answers to question six increased by 100%. A test for statistical significance, using a 95% confidence interval, showed that this increase was not statistically significant. Negative answers to question six decreased by 21.4%. A test for statistical significance, using a 95% confidence interval, indicated that the increase was statistically significant.

Based on these responses, a conclusion could be made that, while the neutral answers did not contribute to the stagnant response of positive answers, it did contribute to the decrease in negative answers. Providing the general public with more information about MHCF would not increase the number of fundraising participants, but it would decrease the number of people who would automatically decline participation. A continued plan of advertising and informing could, over time, increase the number of participants at fundraising events.

Objective Four was to increase donor contributions from the general public in the Jackson area by 3% by December 31, 2002. An increase in donor contributions would make a large difference in the amount of telemarketing that would be necessary for MHCF to keep its doors open.

Questions seven and eight on the survey, "Have you ever made a financial contribution to MHCF?" and "If you knew more about MHCF, would you be more likely to make a contribution in the future?", were asked to gauge whether MHCF's increased efforts to attract more donors was successful and to gauge whether more knowledge about the organization would lead to more donations. Again, the resulting data from the survey partially confirmed the original expectations of Objective Four.

Positive answers to question seven had increased by 200%, much more than the expected 3%. A test for statistical significance, using a 95% confidence interval, showed that this increase was not statistically significant. A conclusion could not be made that increased efforts to gain donors had not had caused the

200% rise in financial contributions.

A Chi-Square Test was also performed for question seven, using data received from MHCF and compiled by the researcher. The results of this test indicated that there was a statistically significant increase in the number of financial donors before and after the marketing plan was implemented. The 200% increase in financial contributions was not a statistically significant increase, but that result contradicted the statistically significant increase indicated in the Chi-Square Test.

The difference between the two tests provides the answer here. The first test measured people who said they had contributed, while the second test measured the number of contributors actually recorded by MHCF. Obviously, the people who answered the survey did not come from the same segment of the population as the people who had made a financial contribution. This difference was an unforeseen, uncontrollable variable. It would have been contradictory to conduct a random survey of the Jackson-area public that only included previous financial donors. Despite the mixed results of question seven, the results of question eight proved that an increase in efforts to attract financial donors was still a viable solution for Objective Four.

Positive answers to question eight had increased by 12%, more than the expected 3%. A test for statistical significance, using a 95% confidence interval, showed that this increase was statistically significant. A conclusion could be made that increased efforts to inform potential donors about MHCF would result in an increase of financial contributions.

Policy Recommendations

Based on the results of the four objectives, MHCF should make a few alterations, but continue to move forward with its current marketing plan. Regarding Objective One, MHCF should implement their planned public service announcements for both radio and television, continue their plans for a weekly

informative column in The Salesman and informative public service advertisements in the Jackson Citizen Patriot, and look for other avenues to broadcast their message. MHCF should also continue to make a concerted effort to be part of any joint project that is taking place in the Jackson area, such as the Grand Prix weekend and the Scarecrow Contest. These measures will ensure that MHCF's message continues to reach Jackson-area residents and will reinforce MHCF's presence in the community.

Results for Objective Two indicate that this is a strong area for MHCF. The organization should continue to seek positive media attention from newspapers and magazines. MHCF should also continue to expand their presence on radio and television by including more stations and by making sure a public service announcement is consistently airing through this media.

Although Objective Three showed an increase in participation at fundraising events, MHCF should continue to seek more participants with increased advertising in all forms of media. Advertising earlier and more often should become a priority, because this will increase the amount of contact with the public about the event. MHCF should also increase their opportunities for cross-promotion; i.e., promoting upcoming events to the attendees at current events. Cross-promotion will increase word-of-mouth advertising.

According to MHCF records, the current increase in marketing and public relations had increased donor contributions by 200%, and a continued increase in marketing and public relations would increase contributions by at least 12%. Objective Four indicates that MHCF should continue to stretch their boundaries and seek donations from a wide variety of sources. Efforts should be made to start the direct-mail campaign as soon as possible. As well, efforts should be made to obtain a more widely distributed direct-mail list in order to reach new potential contributors.

Finally, MHCF should begin courting locally-owned companies to become

partners with the organization. This is a win-win proposal that will increase the partnering company's and MHCF's presence in the community and provide financial contributions that will help defray expenses for MHCF.

Recommendations for Further Research

MHCF should continue with the current marketing plan through December 31, 2002, then conduct a follow-up survey study to gauge results. If results continue to improve, the organization should continue the current marketing plan with additional incentives as recommended above. In order to clarify their direction, MHCF should conduct another survey study in June of 2003 and continue to conduct a survey study every six months.

MHCF should also consider conducting a survey study at fundraising events and at random to gauge interest in their current fundraising events and in other types of fundraising events that may result in greater participation.

Developing a marketing plan for a non-profit organization requires finesse. Non-profits need to present a polished, professional image to their communities, but they need to do it on a very limited budget, and without appearing as though they are wasting money. The public has the urge and the money to donate to worthy organizations, but non-profit administrators must make strong, timely, cost-effective efforts to encourage their communities to contribute.

Whether a non-profit administrator decides to broadcast the organization's message through public service announcements, jingles, newspaper or magazine articles or co-op advertising, he or she needs to make sure the message is strong, consistent, and continuous. Successful non-profits are the ones that put their faces out in public all year long.

MHCF must always keep in mind its goals to make the general public more aware of the organization and its purpose, garner more positive attention from the media, increase participation in fundraising events, and expand its donor base. Continually developing and executing, then critiquing and fine-tuning the

marketing platform will help MHCF stay on track. Forethought, advance planning and consistency will help this organization continue to be successful as it strives to create a balance between those who are willing to give and those who are in need.

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Appendix A

Reflections

When I was contemplating a choice for my project thesis, I immediately discounted my place of work because of its tumultuous state and its rigid organizational structure. I wanted to partner with an organization that would welcome my intervention and would truly benefit from the results of the project. I also wanted to engage in a project that would allow me to use my talents as a copywriter and graphic designer.

I thought of all the organizations I was connected to, both for-profit and non-profit, and whether I could be of benefit to them. One organization already had a marketing department; another organization was part of a much larger company; a third organization would probably not be receptive to my intervention. One of the last organizations I thought of was the Mission of Hope Cancer Fund. MHCF had helped me in the early part of 2000 when my husband and I were struggling to make ends meet while I recovered from cancer surgery. I had done some freelance work for MHCF in the spring of 2001 as a sort of “payback” for their help.

I knew the organization needed help regarding a marketing campaign of some sort. Rock Mangus, the Founder and Executive Director, was the only employee of the unique charity. I knew his days were mostly spent helping clients – cancer patients in desperate need of immediate financial assistance. I called Rock to sound him out about my project and he asked me to speak to the board. I met with them, and they welcomed me with open arms and a great deal of excitement.

As I began my work with MHCF, I gained a different perception of

non-profit organizations and of the people who support them. Through research and through interaction with Rock, the other board members, volunteers and the Jackson-area public, I discovered that non-profit organizations are not the greedy, money-hungry machines I thought they were. I learned that non-profits sometimes have a difficult time being accepted by their communities. I also learned that, in the world of "non-profits," marketing platforms consist more of fundraising and public relations than they do of advertising.

I was in the advertising business, so I knew roughly how much printed pieces cost. When I got a solicitation brochure or newsletter or pamphlet in the mail, I would look at it and think, "If these people would just take the money they spend on sending out all this direct mail and use it for their charities, they could help a lot more people." I usually threw the mail in the garbage. Sometimes, in outrage at a particularly glossy piece of mail, I would save it and send a fiery letter to the organization telling them how much money they were wasting.

Through my research into marketing plans for non-profit organizations, I came across some information that caused me to think twice about my position. I learned that negative attitudes about the money non-profit organizations spend on advertising and fundraising exist because people are uncomfortable about the fact that it costs money to raise money. This idea certainly mirrored my own thoughts. Then I learned that the discomfort stems primarily from a lack of fundamental knowledge about the costs involved in operating a profitable non-profit agency. Later, as I continued my research, I discovered that fundraising success or failure was most often based on the donor's perception of the organization.

My understanding of the meaning behind glossy pamphlets changed after

I read these passages. The goal of MHCF was to encourage the general public to participate more and give more donations, so the organization had to present themselves to the public in a polished, professional way. If the public saw MHCF as a fly-by-night operation with a flimsy, sloppy media presentation, the likelihood that donations would increase would be small. The creation and public presentation of media pieces, brochures, posters, signs and the like had to be coordinated and consistent in order for the public to see MHCF as a true, professional organization. This meant that it was true that MHCF had to spend money in order to make money, but I still felt that the professional image could be obtained without spending outlandish amounts of money on glossy, four-color brochures and expensive advertising. I saw that I had another challenge besides the four stated objectives. I had to use MHCF's marketing budget in the most cost-effective manner and, at the same time, polish their image so they presented themselves to the public in a purely professional light.

As I pieced together the marketing platform, I was able to fall back on my twelve years of marketing and advertising experience as a guideline. I stopped every so often to take a visual inventory of the media pieces. I made sure that each piece connected to the other pieces, that things like logo size and orientation, address information, color schemes and value and mission statements were coordinated with each other, or that they at least progressed in a logical fashion. I also looked for things like misspelled or misused words or phrases. I tried to make sure that all pieces of information that would be presented to the public passed by me first, so I could check for consistency.

These were very basic steps that any advertising agency would take, but they were steps that could easily be missed if someone was not making an effort to

monitor them. In the end, they were also really all that was needed to create the professional image I was seeking for MHCF. I came to realize that, although non--profit organizations were not greedmongers seeking money for their own benefit, they still needed to spend money to make money. Through reliance on my own professional background, I was able to minimize that expense by taking steps from the very beginning to present a professional, consistent, cohesive marketing package to the public.

Another assumption I had to overcome as I worked with MHCF was my somewhat naive belief that, if people only knew about a good, helpful charity, they would be standing in line to sponsor that organization. As I sought to increase publicity and donations to MHCF, and as I sought to complete the survey for my thesis, I discovered that sometimes, people were just not interested in helping. During my research, I found information again and again that talked about the slow process of gaining financial backing for non-profits. I also found information about the reluctance of people to participate in smaller non-profit fundraising activities. I did not truly believe these statements, however, until I began to work with MHCF in earnest.

The first shock I received came after I distributed MHCF's new press kits to the media. I was sure every single one of the newspapers, magazines, and radio and TV stations that had received a press kit would be calling MHCF to schedule an interview. Much to my surprise, only one media outlet — the *Jackson Citizen Patriot* — contacted the MHCF offices. Then, when I called the other media organizations, they either put me off or flatly told me they were not interested. I shrugged this disappointment off, thinking that once our marketing platform was in full swing, these organizations would be calling back to schedule interviews.

The next disappointment came when I attended my first fundraising event, the Jackson Entertainment Awards. This event is like a miniature Academy Awards for Jackson-area entertainment venues, which is quite extensive for a town the size of Jackson. MHCF had advertised extensively for the event with articles in the newspaper, press releases, and posters all over town so I thought there would surely be a large turnout. I was wrong again. The theater was only half filled, and most of those seats were taken by relatives and friends of the nominees. Furthermore, although the entertainment that evening was fabulous, many people simply left after they had heard the results of the category that interested them. Again, I shrugged the disappointment off, thinking that as we progressed with this new marketing platform, attendance at events would increase.

The strongest disappointment I experienced jerked me abruptly back into the reality of the situation. I began preparations for my random survey with much excitement, thinking that most people liked to take surveys. As it turned out, even in a happy crowd of carnival-goers, I could barely find forty people — never mind the original 100 people I had planned on — who were willing to take my five-minute survey! Over and over again, I heard, “Mission Who? No, no, I don’t think so.” This, more than anything, helped me to realize that people were just not willing to forfeit their time for any cause which with they were not familiar.

I was actually prepared for my final disappointment. I was in charge of the Rock-n-Bowl for MHCF, and I was determined to make it a success. I sent out press releases, followed up with telephone calls, posted signs all over town, even called all my friends personally to ask them to attend. As the event approached, I could see that we would only have about twelve participants altogether, despite all my efforts.

Eventually, as the marketing platform progressed, MHCF began to see some turnaround in event participation and donor contributions. The statistical results of my survey indicated that more people recognized who MHCF was and what they did, were taking part in fundraising events, and were making donations to the organization. From this experience, I learned that, although I was incorrect in my original assumption about the ease of getting people to participate with non-profit organizations, I was eventually correct in the course I charted for MHCF. Today, the charity continues to see an increase in participation and donations from all areas of the county.

Because my background was mainly in advertising with a for-profit organization, I originally thought that the marketing platform I would be creating for MHCF would consist of substantial increases in advertising and public relations. Again, as I researched my subject, I began to see that I had made another incorrect assumption. Over and over, I read about the differences between for-profit and non-profit marketing. While for-profit organizations relied heavily on advertising and public relations, non-profit organizations focused mainly on fundraising efforts and public relations, with a very small focus on advertising. I spoke to Rock Mangus about my research, and he confirmed what I had read.

This made sense to me once I thought about it, though, because for-profits were trying to make money for their own benefit, while non-profits were trying to make money for the benefit of others. Simply put, spending large marketing dollars on advertising for a small non-profit organization was not a logical course of action.

I was glad I had discovered this truth in the beginning of the thesis project, before I had really put any effort into the marketing platform. As a result of my

research, I was able to re-focus my energies and put my strongest effort into developing fundraising programs for MHCF's marketing platform. Throughout the remainder of 2002, and well into 2003, MHCF will be executing new fundraising events, such as a forum dinner and a road rally. The organization will also be focusing on two new fundraising projects: a book about Jackson-area history and the efforts of one man's lifetime of volunteerism, and a quarterly magazine for cancer patients and their families that would be available in doctor's offices and treatment centers.

Completing this thesis gave me new insights into the world of non-profit organizations. I learned that they are not organizations who have unlimited supplies of money, but that they have to appear as though they are just that in order to get money. I learned that simply promoting an organization as non-profit does not guarantee an open-armed welcome from the public, but that hard work and dedication are required to assure success. I learned that advertising is only a small part of the non-profit organization's world, and that the main goal of any non-profit organization is to raise money. Most importantly, I learned that I like working with non-profit organizations and that I can be of benefit to them. Because of this thesis, I am confident that, whether opportunities present themselves to me as career possibilities or extracurricular activities, I will continue working with non-profit organizations.

As classes wind down and we finish of our time together, I am thinking more about my classmates, my teachers, the support staff, and my whole experience with the Adult Degree Completion Program at Spring Arbor University. I truly believe that the past 58 weeks have been a blessed, unparalleled event in my life. I can see the immense changes in every person in my class and,

surprisingly, I can see the changes in myself.

When classes first began, I could easily see how the lessons of each class had applications in real life. I was learning how to communicate better, how to work better in a team environment, and how to stretch and test the limits of my own nature. During one point, though, I began to lose that insight and thought the classes were really beginning to have no bearing on my own life. Then the company I was working for closed its doors, and I was unemployed. It was then that I began to see the true benefits of the MOD program.

The first, most obvious benefit came as I began searching for a new job. I had more poise and confidence and was more relaxed during interviews. I knew how to ask the right questions and give the right answers. Most importantly, I was able to assess each position in reference to how I fit the job, how the job fit me, and how the intangibles like the work environment, the degree of freedom and responsibility, and the opportunities for advancement would affect me.

The second, unexpected benefit came from the support and encouragement I received from my classmates, my teachers, and the staff at SAU. These people gave me job leads, listened while I spelled out my successes and disappointments, and cheered and cried with me throughout the whole process. They provided a firm foundation for me to stand on, and I knew that, with them behind me, I could not fail.

The final, and to me, most valuable benefit came from spending long hours with my husband. I love this man dearly, but we had never really spent so much time together! I am sure his patience and good humor was tried just as much as mine was, but because of the lessons I learned through the MOD program about communication, I was able to respond and react to him in a more "civilized" way.

I knew more about how to listen, how to talk, and even how to argue because of my MOD classes. Instead of growing strained during my period of unemployment, our relationship has grown closer. The classes are intense and time-consuming, but in the end, I earned more than just a degree. Spring Arbor University gave me new confidence and a new outlook on life, a new set of lifelong friends, and a remarkable, incredible life learning lesson.

Appendix B

Survey



Survey for JACKSON County

This survey serves two purposes: It helps Mission of Hope Cancer Fund gather statistics regarding their presence in the Jackson County area, and it helps a Spring Arbor University student complete coursework necessary for her to obtain her degree. Thank you for your participation.

1. Have you ever heard of a non-profit organization called the Mission of Hope Cancer Fund (MHCF)? Y N
2. Are you aware of the services offered by MHCF? Y N
3. Have you ever read about MHCF in local newspapers or magazines? Y N
4. Have you ever heard any public service announcements or radio jingles for MHCF? Y N
5. Have you ever participated in a MHCF fundraising event? Y N
6. If you knew more about MHCF, would you be more interested in participating in a MHCF fundraising event? Y N
7. Have you ever made a financial contribution to MHCF? Y N
8. If you knew more about MHCF, would you be more likely to make a contribution in the future? Y N
9. Of the following fundraising events, which interest you most?

<input type="checkbox"/> Karaoke Contest	<input type="checkbox"/> Rock-n-Bowl	<input type="checkbox"/> Entertainment Awards
<input type="checkbox"/> Road Rally	<input type="checkbox"/> Silent Auction	<input type="checkbox"/> Softball Tournament
<input type="checkbox"/> Golf Scramble	<input type="checkbox"/> Walk/Run	<input type="checkbox"/> _____

10. Which Township do you live in? _____

VOLUNTARY INFORMATION. This information helps us to determine the area distribution of our results. If you choose to complete this section, your information will not be publicized or used for solicitation purposes.

Name _____

Address _____

City _____ State _____ Zip _____

E-mail _____

Public Service Announcement (not yet running)



Mission of Hope Cancer Fund

Commonwealth Commerce Center, 209 E. Washington Ave., Ste. 370, Jackson, MI 49201

**December 10, 2002
FOR IMMEDIATE RELEASE**

**Contact: Rock Mangus
(517) 782-4643 or (888) 544-MHCF
mhcf@cancerfund.org**

**:60 PUBLIC SERVICE SPOT
162 WORDS INCLUDING VOCALS
USE ENCLOSED TAPE UNTIL FEBRUARY 10, 2003**

ELVIS IMPERSONATOR: (singing) Well it's one for the money, two for the show,
three
to get ready, now go, cat, go, but don't you step on my blue
suede shoes.
(talking) I may sound like Elvis, but I'm not.

ROCK MANGUS: Just like Mission of Hope Cancer Fund may sound like
other
cancer charities, but we're not. Hi, I'm Rock Mangus, the
founder of Mission of Hope Cancer Fund and a nine-year
cancer survivor. Mission of Hope Cancer Fund is a unique
non-profit organization that provides financial assistance
to cancer patients and their families for things like
transportation, prescription costs, and medical supplies.

ELVIS IMPERSONATOR: Mission of Hope Cancer Fund understands that these
day-to-day needs may be the most immediate needs a
cancer patient has.

ROCK MANGUS: If you need help, or if you'd like to help, give us a call
at (517) 782-4643, (888) 544-MHCF, or go online at
cancerfund.org.

ELVIS IMPERSONATOR: (singing) Mission of Hope Cancer Fund, angels in disguise.
(talking) Thank you for your help. Thank you very much.

Public Service Announcement (not yet running)



Mission of Hope Cancer Fund

Commonwealth Commerce Center, 209 E. Washington Ave., Ste. 370, Jackson, MI 49201

February 10, 2003
FOR IMMEDIATE RELEASE

Contact: Rock Mangus
(517) 782-4643 or (888) 544-MHCF
mhcf@cancerfund.org

:30 PUBLIC SERVICE SPOT

162 WORDS

USE ENCLOSED TAPE UNTIL APRIL 10, 2003

ANNCR: Last year, one million, two hundred sixty eight thousand people were diagnosed with cancer. One hundred twenty eight thousand of those cases were in Michigan. Two thousand, two hundred of those cases were in Jackson County. Four hundred twelve of those cases were in the city of Jackson. That's four hundred twelve cancer patients — possibly your friends, neighbors or relatives —

who could be trouble with day-to-day needs like prescription costs, transportation, and medical supplies. And that's where we come in. We're the Mission of Hope Cancer Fund, a unique non-profit organization founded by a cancer survivor. We understand that everyday needs may be the most immediate needs a cancer patient has. And we rely on you — the everyday angels — in order to continue helping your friends and neighbors. Call Mission of Hope Cancer Fund at (517) 782-4643 or (888) 544-MHCF, or go online at www.cancerfund.org to find out how you can help. Mission of Hope Cancer Fund. We believe in angels.

Are you one?

Direct Mail Piece and Brochure

Front

MHCF
Mission of Hope Cancer Fund

Helping cancer patients and their families with direct financial assistance.

We Believe in Angels



Commonwealth Commerce Center
209 E. Washington Ave., Suite 370
Jackson, Michigan 49201

Back



Commonwealth Commerce Center
209 E. Washington Ave., Suite 370
Jackson, Michigan 49201

We Believe in Angels

The two end panels form an envelope that can be torn off and returned.

Inside

WHO WE ARE

The Mission of Hope Cancer Fund (MHCF) was founded by Rick Mangus, a cancer survivor who, while undergoing his own treatment, became aware that there were cancer patients that had financial needs that were not being met through insurance or other means. In June of 1994, Rick founded MHCF to help meet these needs. Since then, MHCF has helped over 1,000 Michigan cancer patients.



Rick Mangus, Founder and Executive Director

OUR MISSION

To ensure those individuals diagnosed with cancer in Michigan have access to direct financial assistance, information and advocacy resources during cancer treatment and recovery.

OUR VISION

That all individuals diagnosed with cancer receive easy access to financial assistance, technical information and advocacy resources. We strive to eliminate the existing gaps in patient assistance programs.

OUR VALUES

- We Believe:
- no person diagnosed with cancer should be denied treatment due to financial ability.
 - in cutting through the red tape and assistance with dignity.
 - in providing education and advocacy for all cancer patients.
 - in collaboration between agencies and service providers.
 - in the support of all people in our communities fighting cancer.

WHAT WE DO

MHCF is a 501(c)(3) non-profit organization that focuses on the day-to-day needs of cancer patients and their families. We offer assistance with:

- Medical expenses and supplies
- Transportation costs of care
- Insurance premiums
- Housing
- Travel expenses
- Strong professional support groups



HOW YOU CAN HELP

Join us for one of the many fundraising events that support MHCF:

- Jackson Entertainment Auction
- National Tournament
- Michigan Food and Shelter Fund
- Rock 'n' Roll

Shop and Give

Visit our online store at www.mhcf.org to sign up at 1846.com or McGraw-Hill.com. A percentage of your purchases will benefit MHCF. Or visit our **Angels Store**, located in our offices at the Commonwealth Commerce Center.

Make a Donation

The most important thing you can do to help the MHCF patients is to make a donation. MHCF is helping more and more people every day, but for every person we help, there are ten more people waiting to be helped. These people could be just around your apartment, or somewhere else from your own community. **YOU CAN MAKE A DIFFERENCE.** By making a financial contribution, in any amount you choose, you can make the difference between a person suffering with this life-threatening disease. **Please take the time to send MHCF a donation today.**

FOR MORE INFORMATION

Contact us on the web at www.cancerfund.org, call us at (817) 722-4643 or (888) 544-5472, or write to us at Commonwealth Commerce Center, 209 E. Washington Ave., Ste. 370, Jackson, MI 49201.

YOUR DONATIONS DO HELP:



James Brown, Leslie, MI
Now a high school senior



Bob Morris, Jackson, MI
Returning to work



Daniel Quinn, 9 years old, Jackson, MI



Katie Brown and daughter, Holt, MI

Thank you for your donation!



Rock-n-Bowl 2002



SUNDAY, OCTOBER 13 from 1 to 4 pm
AIRPORT LANES

- **PRIZES**
- **FOOD**
- **DRINKS**
- **FUN!**

Register in Singles or Teams
Pledge sheets are available at the MHCF office,
Commonwealth Commerce Center, Suite 370

Space is limited, so register soon!

For more information, contact MHCF at 782-4643.



Rock-n-Bowl 2002



SUNDAY, OCTOBER 13 from 1 to 4 pm
AIRPORT LANES

- PRIZES
- DRINKS
- FOOD
- FUN!

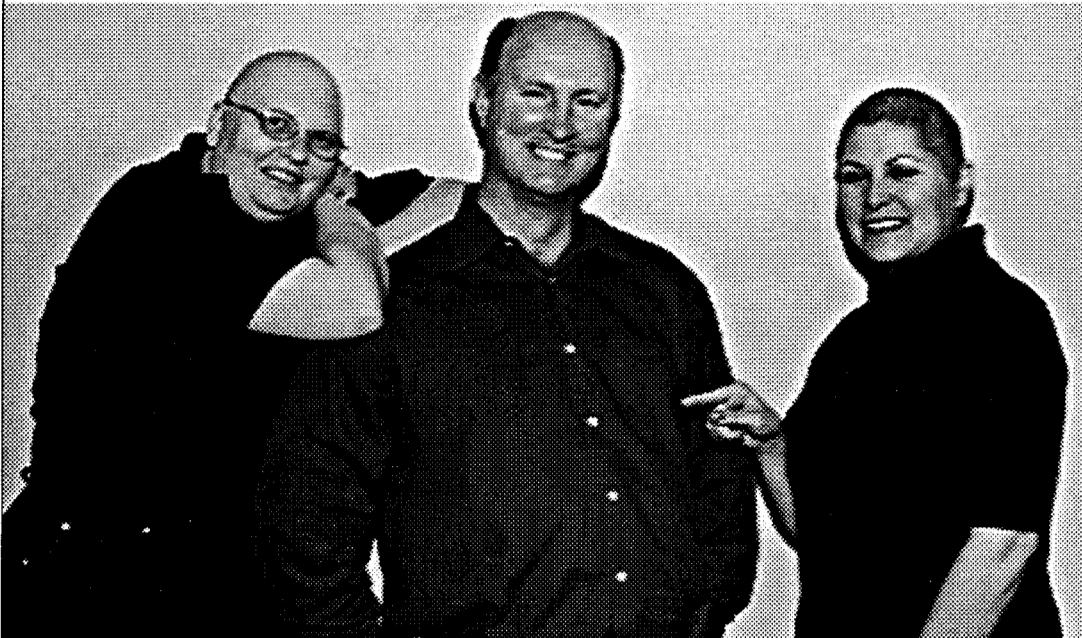
Register in Singles or Teams

Pledge sheets are available at the MHCF office,
Commonwealth Commerce Center, Suite 370

Space is limited, so register soon!

All proceeds benefit the Mission of Hope Cancer Fund.

For more information, contact MHCF at 782-4643.



Who is naturally bald?

Mission of Hope Cancer Fund. Angels in disguise.

517•782•4643

www.cancerfund.org

Information Sheets
(used singly and in press kits)



Commonwealth Commerce Center, 209 E. Washington Ave., Ste. 370, Jackson, MI
49201

WE BELIEVE IN ANGELS

There are several ways you can assist Mission of Hope Cancer Fund in helping cancer patients and their families with financial needs. Here are just a few:

SHOP AND GIVE

- Purchase merchandise at our Angel Store, located in our offices in the Commonwealth Commerce Center, 209 E. Washington Ave., Suite 370 in Jackson, Michigan, or online at www.cancerfund.org.
- Purchase our beautiful, limited-edition lithograph, "Caught Off Guard." This unique angel print was created especially for Mission of Hope by artist Dale Hinkley.
- Through the internet, you can sign up at iGive.com and shop at over 230 stores. A percentage of your on-line purchase will benefit our cause, at no additional cost to you.
- You can also shop online at MyCause.com and three to twelve percent of your purchase will benefit MHCF.

PARTICIPATE AND HAVE FUN

- Join us for fun and festivities that benefit MHCF. Call us at 517-782-4643 or 888-544-MHCF (6423), or visit us online at www.cancerfund.org to find out about:
 - Karaoke Event - Karaoke Singer's Guild
 - JEA Awards - Rock & Bowl

DONATE

- Your dollars make the difference. Direct donations of money or time are always welcome.

LEAVE A LEGACY

- Name Mission of Hope Cancer Fund to receive a memorial contribution. We completely understand that this may be an uncomfortable subject to consider, however, we would like you to know that this option is available to you and your family.
- For those who would prefer to give through their wills, trust, or insurance policies, MHCF also offers this option through a simple designation or through a planned giving program. It's a wonderful way to leave a legacy of hope.

Information Sheets
(used singly and in press kits)



Commonwealth Commerce Center, 209 E. Washington Ave., Ste. 370, Jackson, MI 49201

OUR MISSION

To ensure those individuals diagnosed with cancer in Michigan and their families have access to direct financial assistance, information and advocacy resources during cancer treatment and recovery.

OUR VISION

To become a recognizable cancer charity that provides direct financial assistance to cancer patients.

OUR HISTORY

In 1993, Founder and Executive Director Rock Mangus was diagnosed with cancer. While undergoing his own treatment, Rock had the opportunity to speak with many other cancer patients, who all expressed their concerns about financial needs that were not being met through insurance or through other means. Along with his fellow patients, Rock experienced firsthand the frustrations at having to deal with necessary financial needs like medical expenses, housing and travel expenses on top of undergoing chemotherapy and radiation.

In June of 1994, with a mission to help other cancer patients, Rock founded the Mission of Hope Cancer Fund.. Now in its seventh year, MHCF continues to help Michigan cancer patients through the ordeal of cancer treatment.

HOW MHCF WORKS

Clients are referred to MHCF through many avenues. Social workers, the MHCF web site, radio spots, other agencies and word-of-mouth have all brought clients to MHCF. Once a cancer patient becomes a client, Rock works with him or her to determine what financial need

Information Sheets
(used singly and in press kits)



MHCF can meet. A client may receive help with medical expenses and equipment, prescription costs, insurance premiums, housing needs or travel expenses. MHCF may also provide a client or his or her family with educational information via our web site or assistance in locating grief or emotional support groups.

MHCF receives funding through annual events like the Jackson Entertainment Awards and ongoing events like the Karaoke Contest; through the sale of MHCF merchandise like the limited-edition lithograph, "Caught Off Guard," created by artist Dale Hinkley; through programs like the Karaoke Singer's Guild; through private donations; and through a limited amount of grants. The distribution of funds is monitored and approved by an eleven-member board of directors. Funds are used to benefit individual cancer patients and their families; *none* of MHCF's funding is used for *research*.

The main goal of MHCF is to minimize the time between when a client requests help and when that help is actually received. Upon completion and return of evaluation forms, a client may receive assistance within days; some have received help within six hours.

MHCF LOGO AND MOTTO

The MHCF logo, angel's wings and a halo, and their motto, "We believe in angels," represents the organization's belief that ordinary people become angels, reaching out to help loved ones, friends and people in their community when the need arises.

Information Sheets
(used singly and in press kits)



MISSION STATEMENT

To ensure those individuals diagnosed with cancer in Michigan have access to direct financial assistance, information and advocacy resources during cancer treatment and recovery.

VISION STATEMENT

Our vision is that all individuals diagnosed with cancer receive easy access to financial assistance, technical information and advocacy resources. We strive to eliminate the existing gaps in patient assistance programs.

VALUE STATEMENT

We Believe:

No person diagnosed with cancer should be denied treatment due to financial ability.

In cutting through the red tape and assistance with dignity.

In providing education and advocacy for all cancer patients.

In collaboration between agencies and service providers.

In full support of all people in our communities fighting cancer.



Information Sheets
(used singly and in press kits)



WHO YOUR DONATIONS HELP

The people who are helped through Mission of Hope Cancer Fund are the people in your community. You could be reaching out to your friends, neighbors or relatives. Here are some of the facts:

Between 1995 and 1999, an average of 46,907 new invasive cancer cases were diagnosed in Michigan alone. That's approximately 9,381 cases a year.

An average of 675 of those cases were diagnosed in Jackson County. That's approximately 135 cases a year. In our county.*

And the statistics are on the rise.

Although the more local statistics for 2000 and 2001 are not yet available, surely some of those cases are from Michigan. From Jackson County.

Mission of Hope Cancer Fund is contacted by these "statistics" every day. To us, they are not statistics. They are people, and they need our help.

*Michigan Resident Cancer Incidence File, Division for Vital Records and Health Statistics, Michigan Department of Community Health. <http://www.much.state.mi.us/pha/osr/CHI>.



Information Sheets
(used singly and in press kits)



SERVICES

Mission of Hope Cancer Fund is a unique organization because we focus our services on the day-to-day needs of cancer patients and their families. We offer assistance with:

- Medical expenses
- Medical equipment and supplies
- Prescription costs or co-pays
- Insurance premiums
- Housing
- Travel expenses
- Finding grief/emotional support groups



Press Releases



Mission of Hope Cancer Fund

Commonwealth Commerce Center, 209 E. Washington Ave., Ste. 370, Jackson, MI 49201

**May 13, 2002
FOR IMMEDIATE RELEASE
RUN THROUGH MAY 19, 2002**

**Contact: Rock Mangus
(517) 782-4643 or (888) 544-MHCF
mhcf@cancerfund.org**

JACKSON — THIRD ANNUAL JACKSON ENTERTAINMENT AWARDS TO BENEFIT MISSION OF HOPE CANCER FUND

The Third Annual Jackson Entertainment Awards will be held Sunday, May 19 at 4 pm in the Jackson Community College Baughman Theatre. The "People's Choice" Award Ceremony will benefit cancer patients through the Mission of Hope Cancer Fund.

The Jackson Entertainment Awards have been created to spotlight talent in the musical and theatrical community of the Jackson County area. These awards are meant to recognize and support the gifted and talented people in our community, and to raise funds for and awareness of the Mission of Hope Cancer Fund. Individual vocal talents, groups and bands, individual actors, play performances, creative design and local radio personalities will be lauded, along with local humanitarian efforts by an individual or group and the new Horizon Award for two high school seniors.

Tickets are \$12 and will be available at the door. Join us in honoring the talented people of Jackson County and supporting the good works of the Mission of Hope Cancer Fund!

For more information, contact Rock Mangus at 782-4643, or visit the Mission of Hope Cancer Fund at www.cancerfund.org.

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Press Releases



Mission of Hope Cancer Fund

Commonwealth Commerce Center, 209 E. Washington Ave., Ste. 370, Jackson, MI 49201

**SEPTEMBER 24, 2002
FOR IMMEDIATE RELEASE
RUN THROUGH OCTOBER 10, 2002**

**Contact: Rock Mangus
(517) 782-4643 or (888) 544-MHCF
mhcf@cancerfund.org**

JACKSON — MISSION OF HOPE CANCER FUND ROCK-N-BOWL 2002 TO BE HELD AT AIRPORT LANES

ROCK-N-BOWL 2002, a benefit for the MISSION OF HOPE CANCER FUND, will be held on Sunday, October 13, 2002 from 1 to 4 pm at Airport Lanes in Jackson.

Fifteen teams of four or five players are needed. There is no registration fee for the teams, but each team must collect a minimum of \$50 in pledges in order to play. Each player will receive a T-shirt, three games of bowling, shoes, one drink ticket and one prize ticket. Other prizes will be awarded throughout the event.

Pledge forms can be picked up at the Mission of Hope Cancer Fund office, Commonwealth Commerce Center, Suite 307, Jackson, or call MHCF at (517) 782-4643.

The MISSION OF HOPE CANCER FUND is a unique Jackson-based charity founded by a cancer survivor. The organization helps cancer patients and their families with direct financial assistance. Visit their web site at www.cancerfund.org.

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Press Releases



Mission of Hope Cancer Fund

Commonwealth Commerce Center, 209 E. Washington Ave., Ste. 370, Jackson, MI 49201

**MAY 24, 2002
FOR IMMEDIATE RELEASE
RUN THROUGH JUNE 15, 2002**

**Contact: Rock Mangus
(517) 782-4643 or (888) 544-MHCF
mhcf@cancerfund.org**

JACKSON — 2ND ANNUAL SOFTBALL TOURNAMENT TO BENEFIT THE MISSION OF HOPE CANCER FUND

A softball tournament will be held on Saturday, June 15, 2002 at the Cooperstown Softball Complex in Jackson. The tournament will feature upper and lower divisions for men and women. The \$110 cost per team includes entry fee, umpires and balls.

First place in all divisions will receive a sponsor trophy and T-shirts. Second place in all divisions will receive a sponsor trophy. There will be raffles for prizes throughout the day, a cash drawing at the end of the day, and a Home Run Derby for all who would like to participate. Concessions will be available. The tournament will take place rain or shine.

To register, contact TRACI STOWE at 517-764-2083.

For general information, contact LAURIE WHITE at 517-764-6690.

The tournament benefits the MISSION OF HOPE CANCER FUND, a Jackson-based charity founded by a cancer survivor. The organization helps cancer patients and their families with direct financial assistance.

Visit them at www.cancerfund.org.

###

Hope Angel Campaign Letter to Businesses



Commonwealth Commerce Center, 209 East Washington Avenue, Suite 370, Jackson, MI 49201

December 18, 2002

Ted's Firehouse Pub & Grill
809 Greenwood Avenue
Jackson, MI 49203

Dear Business Owner,

Good morning! I am writing to you on behalf of the Mission of Hope Cancer Fund (MHCF), a unique cancer charity that is based in Jackson, Michigan and was founded by a cancer survivor. We are unique because we provide direct financial assistance to cancer patients and their families.

Currently, we are organizing our Third Annual Angel of Hope Campaign, and we would like to invite your corporation to partner with us in this fundraising event. The Angel of Hope Campaign works like this: We provide you with signs and Angel of Hope display cards. You don't need to explain the program to your customers; the sign gives information about MHCF and has a phone number they can call for more information. The sign also encourages people to purchase a display card for \$1.00 and sign it with their name or the name of a loved one. All you have to do is collect the donations and post each display card in an arrangement in your store. The campaign runs from January 1, 2003 to January 31, 2003, and we would like to invite you to participate.

During these tragic times, cancer is still one of our most deadly adversaries, affecting literally millions of Americans as victims, caregivers, family and friends. Please help us to help them by participating in the Angel of Hope Campaign.

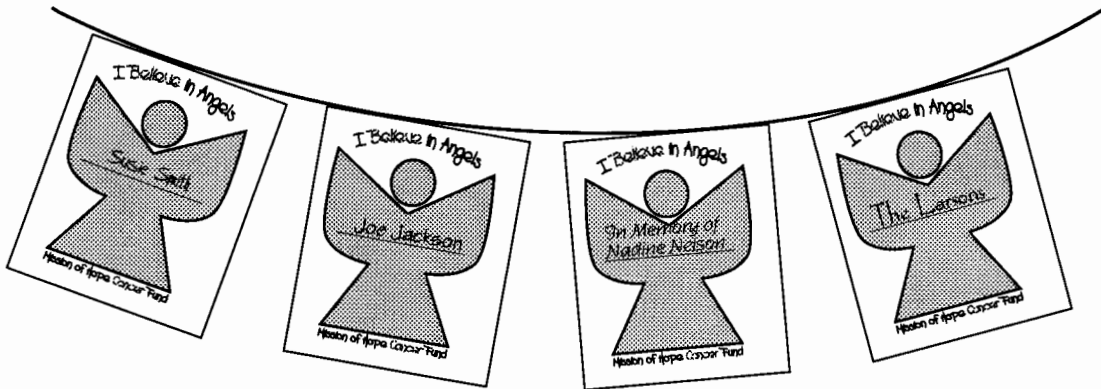
I have enclosed a sample of the sign and the display cards so you can have some idea of the tasteful way we are organizing this campaign. Thank you in advance for your support. I will follow up with a telephone call within the next few days.

Sincerely,

Barbara L. Bavier
Marketing Director
3-year cancer survivor

enc.

Hope Angel Campaign Sign and Nametag



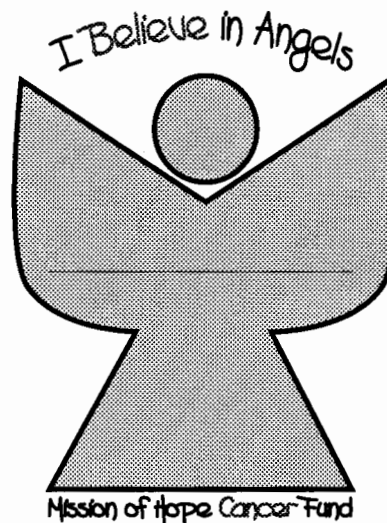
Mission of Hope Cancer Fund believes in angels. Are you one?

When you purchase an Angel of Hope for just one dollar, you join MHCF in helping Michigan cancer patients and their families with direct financial assistance for things like prescriptions, medical supplies and transportation costs.

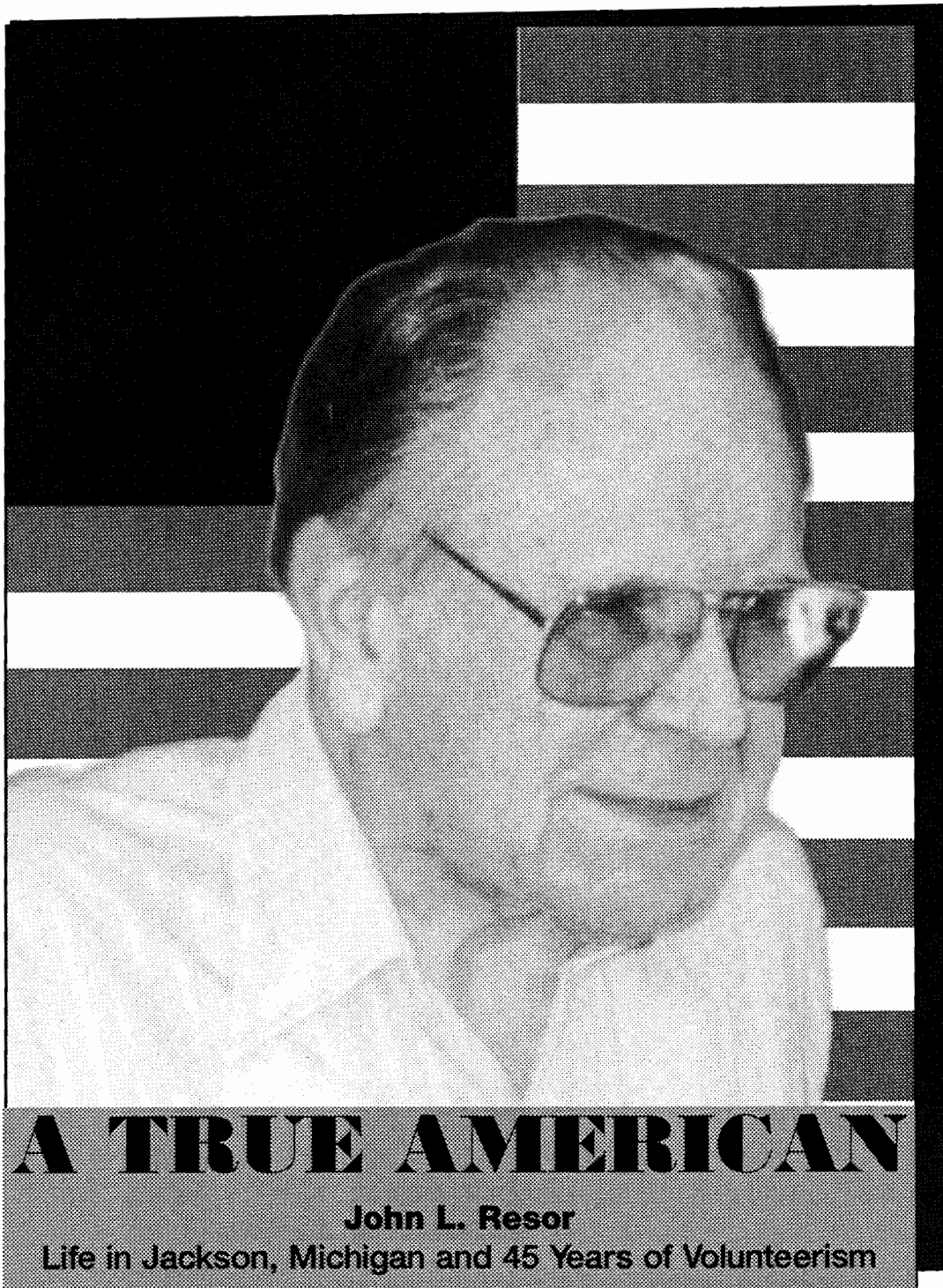
Cancer doesn't wait for medical reimbursements or next week's paycheck. These patients need help NOW.

Help those in your community by becoming an Angel of Hope today.

For more information, call MHCF at (517) 782-4643.

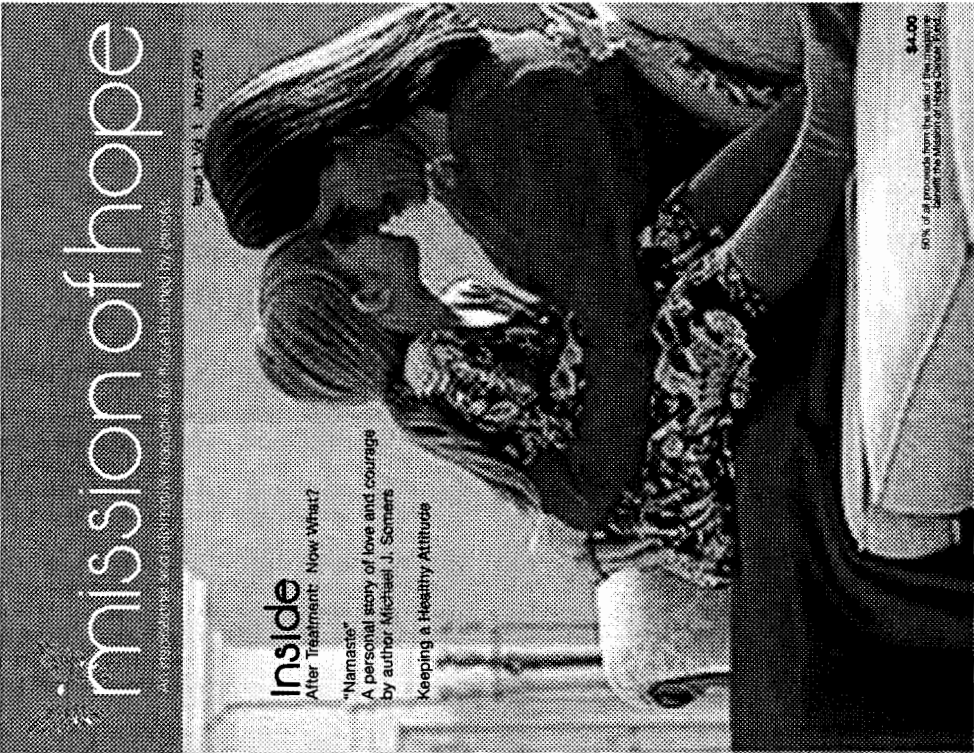


Mock Cover for John Resor Book

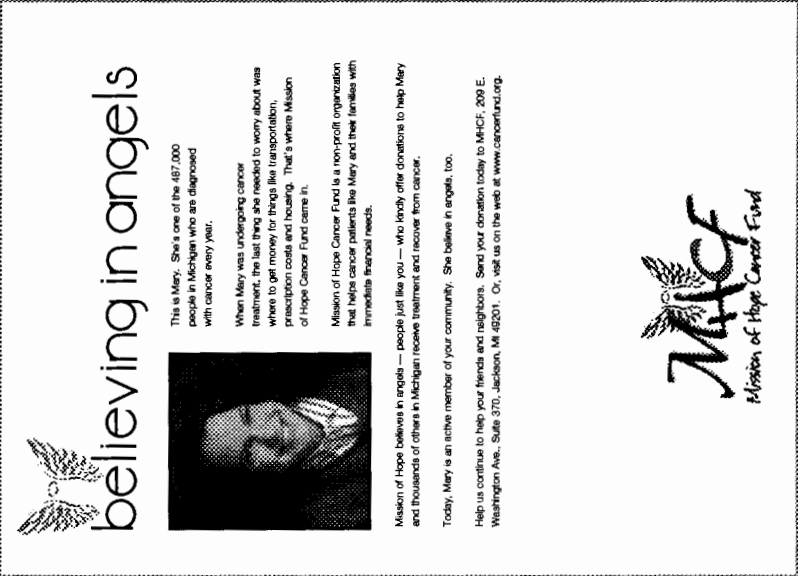


Mock Cover for Angel of Hope Magazine

front



back



Angel of Hope Campaign Letter for Businesses



Commonwealth Commerce Center, 209 E. Washington Ave., Ste. 370, Jackson, MI 49201

November 2002

Dear Business Owner,

One of the most common problems for many cancer patients and their families is the need for immediate financial assistance with such items as medical supplies and equipment, transportation expenses and prescription costs. Many agencies that support cancer patients offer assistance with problems like finding a treatment center, or are supporting research for a cure for cancer. But immediate financial needs often go unassisted.

That's where we come in. We're the **Mission of Hope Cancer Fund (MHCF)**, a unique non-profit organization that helps cancer patients and their families with direct financial assistance, which is what makes us different from other cancer charities. Because MHCF was founded by a cancer survivor and is governed by a board of directors that have all been touched by cancer in some way, we understand how frustrating it can be to have to deal with financial needs while fighting the battle against cancer.

MHCF is based in Jackson, Michigan. We are looking to you and your corporation to help us help those in our community by becoming a Corporate Angel of Hope Partner with a monthly donation to MHCF. Simply fill out the pledge form below and return it, with your first month's check, to **MHCF, Commonwealth Commerce Center, 209 E. Washington Ave., Suite 370, Jackson, MI 49201**. As a monthly donor, you will receive coupons and envelopes, a monthly e-mail reminder, and quarterly information about how your donations help. All donations are tax-deductible.

Thank you for your time and consideration. If you would like more information, please feel free to call Rock Mangus at (517) 782-4643.

Sincerely,

Rock Mangus
Founder and Executive Director
9-year cancer survivor

Barbara Bavier
Marketing Director
3-year cancer survivor

Our corporation wants to help Mission of Hope Cancer Fund help cancer patients and their families. Please sign us up for:

- | | | | |
|--|------------------------|---|------------------------|
| <input type="checkbox"/> Archangel Donor | \$500 monthly pg | <input type="checkbox"/> Remembrance Angel Donor | \$ ____ monthly pledge |
| <input type="checkbox"/> Golden Touch Angel Donor | \$250 monthly pledge | <small>(In memory or in honor of a loved one)</small> | |
| <input type="checkbox"/> Silver Lining Angel Donor | \$100 monthly pledge | <input type="checkbox"/> Stars and Stripes Donor | \$ ____ monthly pledge |
| <input type="checkbox"/> Hope Angel Donor | \$50 monthly pledge | <small>(Military honor)</small> | |
| <input type="checkbox"/> Guardian Angel Donor | \$ ____ monthly pledge | <input type="checkbox"/> One-time Angel donation of | \$ _____ |

Organization Name _____


Address _____

City _____ State _____ Zip _____

E-mail Address _____

Angel of Hope Campaign Flyer

We believe in angels. Are you one?

Become a monthly

Angel of Hope Partner

benefiting cancer patients through the



Mission of Hope Cancer Fund is a unique cancer charity that provides cancer patients and their families with direct financial assistance. Your monthly donation will help those in need with transportation costs, prescription costs, medical supplies and more. Providing for these needs is what makes Mission of Hope Cancer Fund different from other cancer charities.

Battling cancer is tough enough without having to worry about needed assistance. Help us help cancer patients win the fight by becoming an Angel of Hope Partner.

I want to help Mission of Hope Cancer Fund help cancer patients and their families. Please sign me up for:

- | | |
|--|------------------------|
| <input type="checkbox"/> Archangel Donor | \$20 monthly pledge |
| <input type="checkbox"/> Golden Touch Angel Donor | \$14 monthly pledge |
| <input type="checkbox"/> Silver Lining Angel Donor | \$12 monthly pledge |
| <input type="checkbox"/> Hope Angel Donor | \$10 monthly pledge |
| <input type="checkbox"/> Remembrance Angel Donor
(In memory of a loved one) | \$ ____ monthly pledge |
| <input type="checkbox"/> Stars and Stripes Donor
(Military honor) | \$ ____ monthly pledge |
| <input type="checkbox"/> One-time donation of | \$ _____ |

Name _____

Address _____

City _____ State _____ Zip _____

E-mail Address _____

Return this pledge form, along with your first month's donation, to
Mission of Hope Cancer Fund, Commonwealth Commerce Center,
209 E. Washington Ave., Suite 370, Jackson, MI 49201

As a monthly donor, you will receive coupons and envelopes, a monthly e-mail reminder, and quarterly information about how your donations help. All donations are tax-deductible.

Angel of Hope Campaign Newspaper Ad

We believe in angels. Are you one?

Become a monthly

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| <input type="checkbox"/> Hope Angel Donor | \$10 monthly pledge |
| <input type="checkbox"/> Remembrance Angel Donor (in memory of a loved one) | \$ _____ monthly pledge |
| <input type="checkbox"/> Stars and Stripes Donor (Military honor) | \$ _____ monthly pledge |
| <input type="checkbox"/> One-time donation of | \$ _____ |

Name _____

Address _____

City _____ State _____ Zip _____

E-mail Address _____

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