

Thrive

Integrated Marketing Communications Plan

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Executive Summary

Thrive's first major program, the Child Advancement Project was developed in 1986. Five years later Parent Liaison Launched with programs like Love and Logic and Thriving Transition. The next year the Partnership Project began to help young parents. They continued to expand to Belgrade and establish Parents Place Resource Center in both communities. This plan will help Thrive unify its programs under Thrive's name as well as help it recruit long term mentors for its oldest program. An integrated marketing communications plan does this in five major steps: Situation Analysis, Goals and Audience, Positioning and Messages, Strategies and Tactics, and Measurement and Evaluation.

First, we assessed details about the strengths, weaknesses, opportunities, and threats relevant to Thrive. This information was then used to develop several marketing goals and identify a receptive target audience. We were able to identify four key market groups using a segmentation method to ensure that we identified audiences whose personal values align with Thrive's mission. We then developed the ideal position that Thrive should take in the industry and created appropriate messages targeted toward the previously identified audience. The messages identified are *easy, engaging, adaptable, accessible, and proactive* because they align with the values of the target audience.

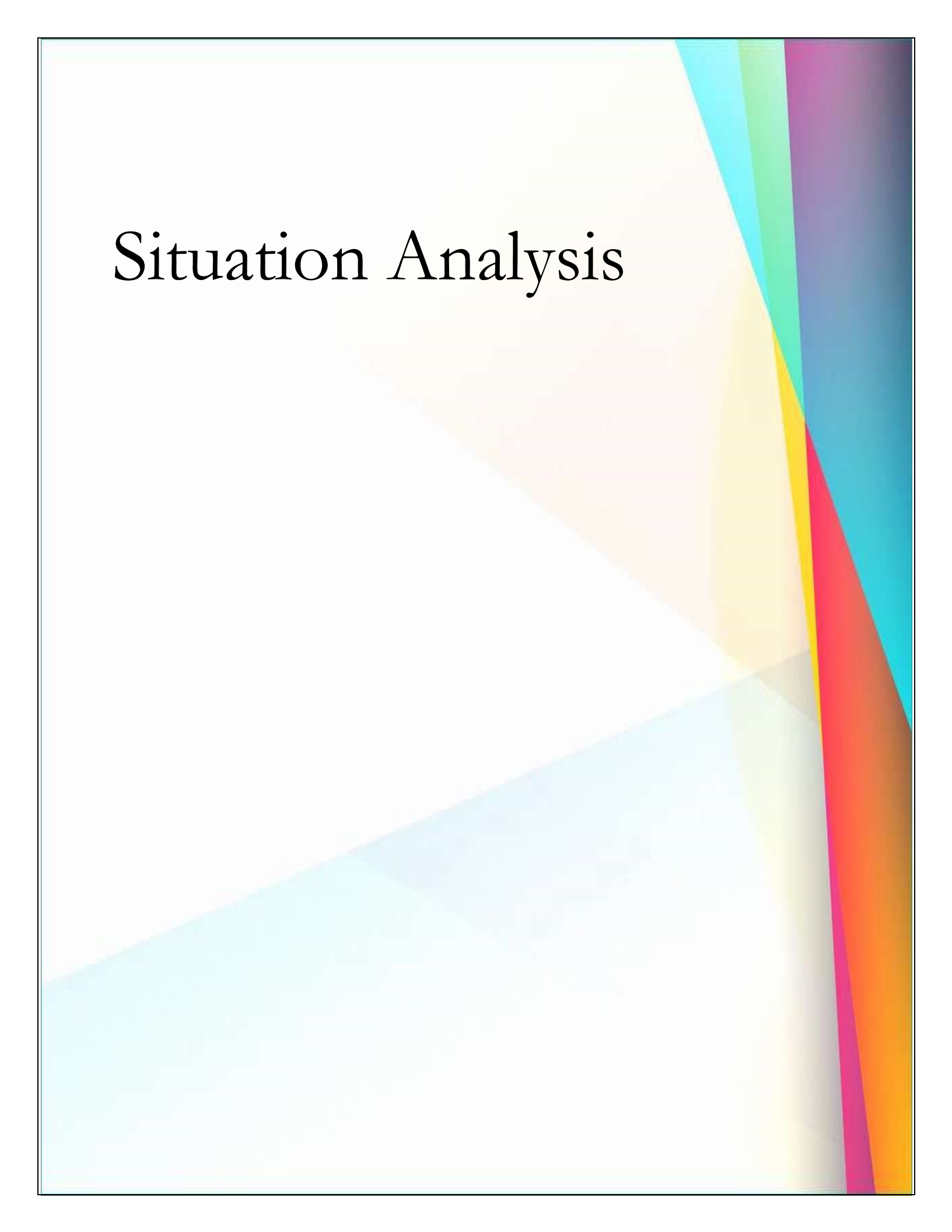
These messages helped us create marketing strategies and tactics we recommend Thrive implement. These include partnerships, digital advertising, and creating a brand portfolio. Implementing these will help Thrive reach the three outlined goals: increase engagement and longevity of CAP mentors, unify brand image, and increase awareness of Thrive. Metrics are also described in detail to measure the effectiveness of each tactic as well as budget plans and an implementation timeline. This is done to not only provide Thrive with the means to communicate quality messages to specific and relevant audiences, but also to determine the effectiveness of each tactic so they can be tailored to maximum effectiveness.

Our goal is to provide Thrive with all the means necessary to develop top of the line communication methods with its ideal customer base. We focused on Thrive's mission to enable us to tailor every suggestion to Thrive's situation and values. This IMC plan will provide direction and suggestions to help Thrive develop effective and innovative marketing communications techniques aimed to maximize its success.

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Situation Analysis

The background features a series of overlapping, semi-transparent geometric shapes. A large light blue shape is in the bottom left, a yellow shape is in the center, and a cyan shape is in the top right. On the far right, there is a vertical bar with a rainbow gradient from purple at the top to orange at the bottom.

Overview: The situation analysis assesses the economic, social, technological, and political environments in Thrive’s industry. Thrive’s markets and customers, donors and allies, competitors, and marketing communications will all be thoroughly analyzed. This information will then be used to identify internal and external forces that affect Thrive’s performance, formatted as a SWOT analysis.

This SWOT analysis identifies Thrive’s strengths, weaknesses, opportunities, and threats it encounters. Actionable plans will then be incorporated into the SWOT analysis to improve the focus of goals, alignment of messages, and used to clearly identify major areas for improvement or opportunity. The situation analysis will be referred through this integrated marketing communications plan because it serves as a base for all Thrive’s recommended goals, audiences, positioning, messages, strategies, tactics, and measurements.

Industry and Company Overview:

Thrive

Thrive practices proactive family health and developmental care. Anyone with kids can benefit directly from Thrive’s services. Thrive does not define what a successful child is, it will meet the family where they are in life and help the family achieve personalized goals to reach success. There is no metric of a successful child, just achievement of a social, developmental, and/or emotional goal for both the child and the family. Thrive does, however, evaluate every milestone and carefully tracks each child's progress towards set goals.

Thrive focuses its efforts on children making social leaps between grades. This is when the child is most vulnerable and has the biggest opportunity to engage in self learning and personally succeed through their struggles. These children are not directly educated on how or what to do, but they are mentored to make their own right decisions. Every family has its problems, no matter economic or social status, parenting is hard, and being a kid is hard. Thrive’s expertise comes from 32 active years in the community. It makes sure to stay true to proven and effective preventative practices. Thrive does use a trial and error process while making each decision based on continuously updated research. Every family is different so there is not one tried and true way to reach the same goal. Thrive believes working with the parent is just as important as working with the child.

“Cultivating a balanced and unified relationship between parent and child is a universal goal of Thrive.”

Thrive’s logo represents its business practices and what it takes to achieve its mission. The red represents the individual, the blue represents mentoring though There's many one on one support programs. The green represents the family unit and the orange square represents the community to show that everyone needs to invest to make long term change.



Industry:

According to Investopedia, an industry is “a group of companies that are related based on primary business activities”. Industries are examined to better understand the factors and limitations of a company’s growth. By comparing similar companies, the success of the business in question can be put in perspective. Thrive functions in between the Early Childhood and Learning Center Industry and Adoption and Child Welfare Services. Early Childhood and Learning Center Industry is defined as establishments that “provide basic skills and education courses for children between the ages of two and five”, some of these basic skills include interpersonal skills to prepare them for grade school. Adoption and Child welfare Services is more inclusive of parents and older children, according to IBIS this industry includes “guidance and self-help services, life skills training, and services to promote positive social development”.

The Early Childhood Learning Center Industry, in an IBIS report in 2019 shows this industry generates \$12 billion in revenue and consists of 19,894 businesses. The reports state an annual growth of 3.6% between 2014 and 2019 with employment of 253,709 people. This report estimates that children around the age of five through nine boost demand for these services. Since the number of children this age are expected to decrease, the industry may see a slight shrinkage in industry growth. However, the labor force participation rate for women has been increasing and has a major effect on demand for child-care services. This could boost future demand and cancel out the effects of fewer children being born.

Adoption and Child Welfare Services Industry, as IBIS reports in 2018, has a total revenue of \$16 billion and consists of 35,294 businesses. The report shows an annual growth of 3.4% between 2013 and 2018 with employment of 226,123 people. A potential threat to the industry is estimated to be a significant degree in the federal budget for the Administration of Children and Families. However, in 2018, donations, grants, and endowment industry are expected to grow meaning there is a projection of increased charitable donations for the coming years.

Markets and Customers

A target market is defined as a group of people an organization chooses to aim their marketing efforts towards for a product or service. There are three basic questions to ask to determine the best target market for an organization, according to Shopify: what problem does your service solve? who is most likely to have this problem? and are there different groups with different needs? To analyze the target market, we will use market segmentation to define common characteristics.

According to The Balance Small Business, market segmentation has three main types: demographic, geographic, and psychographic segmentation. Demographic segmentation focuses on characteristics such as gender, age, income level, marital status, race, and religion.

Geographic segmentation involves basing the target segment off location, whether it be by city, region, or ZIP code. Psychographic segmentation, according to The Balance Small Business, is organized by socioeconomic class or lifestyle preferences. The target audience, not to be confused with the target market, is an even more specific group of prospect customers that an organization tries to appeal their marketing advertisements towards, according to ProOpinion. The target audience will be discussed in greater detail in the next section of this plan, Goals and Audience (Page 26).

Thrive identifies its target market for volunteers as community members with a focus on working professionals, retired adults, and MSU students. There are over 700 volunteers annually, 100 business sponsorships and 50 foundations that support Thrive.

According to Nonprofit Source, there were 63 million Americans that volunteered to make a difference in 2016. According to the U.S. Bureau of Labor Statistics, ages 35 to 44 and 45 to 54 were the most likely to volunteer at about 28%.

There are 16,766 students enrolled at Montana State University as of fall 2019. Of that percentage of students enrolled in fall 2019, 9,911 are Montana considered Montana residents. MSU is growing by about 4% per year in enrollment.

There are about 73 million millennials in the United States according to Pew Research. According to the Millennial Impact Report: 2015, 84% of Millennials made a charitable donation during 2014. According to *10 Years of the Millennial Impact Report*, 90% of Millennials said they would rather give money for a cause rather than for an organization, and they would stop giving to an organization they started to distrust. 46% of Millennials are more likely to donate if their coworker asks and 65% more likely to volunteer if their coworkers do. According to Allegiance Fundraising, 70% of Millennial employees volunteered for at least one hour in 2015. According to Stackla, 90% of millennials focus on the authenticity of a brand when choosing what brands to support.

According to the Corporation for National and Community Service, 32.3% of Montana residents volunteered in the year 2015, which is about 264,771 people. Montana is ranked 12th out of 50 states for having the most volunteers. In Montana about 25.7% of college students, 28.9% of Gen X's, and 21.9% of Millennials volunteered for community service. This means about one in four people from the ages of 16-30 will volunteer for some type of community service.

According to the United States Census Bureau, there were 18,539 households in Bozeman, Montana in 2018. The average household income in 2018 for Bozeman was \$51,896 with an 18% poverty rate. According to World Population Review, Bozeman is growing at a rate of 21.4% since the last census in 2010. Out of all the households in Montana, 61% have families according to Town Charts. According to *The New York Times*, the average age of first-time mothers is 26 and for fathers it is 31.

Thrive serves over 7,000 parents and children each year. To serve 7,000 people each year, Thrive uses community members as volunteers to make programs such as the CAP Mentoring program possible. Thrive has deep roots within the community with over 30 years of providing service to Southwest Montana.

Donors and Allies:

This section will analyze Thrive's sponsors and individual donations. It will provide researched based explanations regarding why people donate to Thrive's industry and why Thrive draws specific sponsorships. This section will be wrapped up with a financial analysis of money allocated to fundraising compared to Thrive's donation revenue. This analysis will aid in the development of appropriate donor audiences and actions to reach targeted audiences.

Thrive thanks its donors in a variety of ways depending on amounts and frequency of charitable giving. Every donor gets a handwritten thank you note. Donors also get invited to events like "Give Big" and send e-newsletters. For big donors Thrive has two major events: "We Love You" and "Cheers to You". The "We Love You" campaign is around Valentine's day. Thrive sends its high-profile donors a box of three gourmet chocolates that are hand delivered. "Cheers to You" is more of a happy hour event where donors can mix and mingle over wine and cocktails, this takes place in the fall.

Donors

Thrive's donor populations on GuideStar show 643 new donors in the year of 2017. This is a 10% decrease in the number of new donors compared to the previous year. In 2016 Thrive claimed it had retained 525 donors and received \$542 on average per donor within the year. Thrive provides options for one-time donation or monthly giving. It provides potential donors personal stories of the people Thrive serves as well as endorsement statements from other donors. On Thrive's monthly donation page, examples are given for what dollar amount donated would contribute to the community. To better understand donor behavior, outside research was conducted, this will enable the most relevant and targeted marketing recommendations to be developed.

According to the Nielsen Norman Group Report, 62% of donors surveyed wanted to know the mission, goals and objectives of the nonprofit work, 57% wanted to know how contributions would be used, and 57% wanted to be assured of legitimacy and reputation. Therefore, it is important to clearly state a consistent mission through the website, include 990 and other financial information, and add testimonials and endorsements to build credibility. This information should be easily accessible to a potential donor to decrease time spent debating whether to donate.

Thrive has an abundance of information for its donors. This leads to lengthy donation pages, separated into "donations" and "monthly donations". Joanne Fritz, an expert on nonprofit organizations and philanthropy for The Balance Small Business, recommends simplifying a

donation page to a single page by keeping information requested to a minimum. Fritz also recommends laying out a donation page like a customer at any online retailer would normally see. Offering alternative payment options from a credit card such as PayPal has been shown to increase donations. Thrive's format for executing a donation follows Fitz's recommendations but the quantity of information provided may clutter the pages and overwhelm potential donors.

The Fundraising Authority recommends creating a relationship with each donor. Thrive's question of "Who is your superhero?" is a great question because it enables it to understand and connect with the donor and why they care about Thrive's mission. The Fundraising Authority also recommends making all communication about the donor, centering wording around the donor and not the non-profit.

According to The Guardian, there are many reasons people donate. First, people donate to charities that have the highest impact. In the study "Helping a Victim or Helping *the* Victim: Altruism and Identifiability" published in the *Journal of Risk and Uncertainty* found that potential donors are much more responsive to a single identifiable beneficiary. An identifiable aspect doesn't need personally relatable to be effective, it just needs to point to the idea of an individual. The study showed that even a weak form of identifiability, determining a specific beneficiary, increases the amount of giving. This form of storytelling in marketing communications helps foster personal connections between donors and Thrive, which will increase the likelihood of giving. Thrive already understands this concept and uses it in many of its marketing techniques. Overall, these articles agree that people act with their heart more often than their head.

The Guardian also discusses how other donors influence future donations. This is a social behavior that is described in *Predictably Irrational* by Dan Ariely, as the theory of relativity. This theory suggests people act based on what they are shown so their decisions can be predictably altered based on what is present to them. As a result, people are more likely to respond to a "match-funding" campaign if they knew the match came from a wealthy source or if they have a benchmark source for charitable giving. Research also shows that this theory only works on people that have donated before, and not new donors.

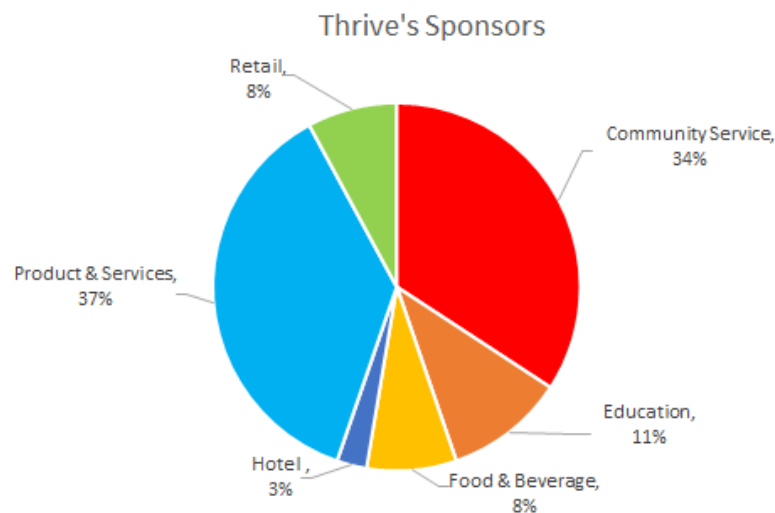
In a study on "Social Influences and the Private Provision of Public Goods", Katherine Carman of Harvard University discussed how social influences can positively impact charitable giving. During fundraisers keeping an active display measuring dollars raised towards their goal or proportion of people that have made contributions has been proven an effect leverage of positive social influence on charitable giving. The goal here is to maintain the warm feeling of giving within individuals while still harnessing inherent social pressures that stimulate more donation.

This same study discussed a survey published by the Independent Sector in 2000, reported that 77% of those who made donations to nonprofits did so because they were asked to give by someone they know well. While this data is nearly 20 years out of date, it is still relevant to people's inherent social need for love and belonging, a human necessity centered

in Maslow's Hierarchy of needs. In this more modern era, social pressures may have adapted but they are ever present.

After discussing how Thrive handles donations compared to what people want to know when donating and personal and social influences for people to donate Thrive's sponsors can be examined.

Sponsors: Thrive has around 40 sponsors, some are local businesses while others are corporations. To better understand Thrive's sponsors they have been separated into six categories, seen in Figure 1.1. Community Service and Products & Services are the largest supporters of Thrive. Products and services are different from retail in these categories because they provide long term service after a product has been purchased. Retail simply sells a product. Community services were defined as businesses and other nonprofits that are centered around both other child development programs, women's health and social progress, or simply overall community foundations. This is separated from schools and



other programs that strictly focus on education.

Figure 1.1

According to Joanne Fritz, nonprofit sponsorship partners are better business deals than donations. Retaining and maintaining sponsorships are different from everyday fundraising. Motivators for sponsorships are based on the sponsors interests as a business, whether they are looking for brand recognition or public relations, sponsors interests are greater than simple giving for the sake of giving. This mutual gain can be established by showing a sponsor that your organization has substantial marketing investment to offer sponsors.

Picking natural allies for Thrive are essential. Community Service is an obvious natural ally because they are roughly in the same industry with the same goal of public good. Products and services are a natural sponsor for Thrive because Thrive's clients are a concentration of their target audience. Families with younger children have or are searching for homes, cars, budgeted funds, and are making longer term investments. This draws businesses like Budget

Blinds, First Interstate Bank, Gallatin Realtors and Gallatin Subaru. Lone Mountain is less of a sponsor targeted at the parent's interests, but the kids interests. Maintaining and gaining new natural allies for Thrive will secure the mutual gain and positive relationship between Thrive and its sponsors.

How Effective Is Thrive's Fundraising Resource Allocation:

This analysis is supported by Cheusheva, head of sales and marketing efforts of Add-in Express, see Ablebits.com for a full tutorial.

Event Revenue

Thrive does an excellent job displaying its finances to the public. This analysis will unveil the effectiveness and efficiency of Thrive's fundraising expenses correlation with revenue. Thrive's 990 Form's split contributions into three main categories: event revenue, grants, and other contributions. This section does not investigate government grants because Thrive's fundraising expenses would have no direct effect on the allocation of government funds. Event revenue will show contributions from events and should positively correlate to changes in fundraising expenses. Incorporating other contributions in the revenue sum should give a big picture of how Thrive's private donations are compared to its fundraising expenses (Figure 1.2 on the following page).

The correlation coefficient for fundraising expenses and event revenue is calculated at 0.84, meaning there is a strong positive correlation between Thrive's fundraising expenses and event revenue. This relationship is seen in Figure 1.2, the red line represents fundraising expenses while the green represents event revenue. Notice that fundraising expenses exceeds revenue because other contribution revenue has not been included.

It is important to look at this relationship because it shows how effective Thrive's fundraising expenses are. The strong correlation between these two variables suggest appropriate and effective allocation for fundraising expenses. However, correlation does not mean causation, so a regression test was run on this data to see a cause and effect relationship.

Using fundraising expense as the dependent variable and event revenue as the independent or explanatory variable, it is possible to see to what degree expenses effect event revenue. The correlation coefficient was calculated above, the R-squared value and equation will now be analyzed. R-squared is the coefficient of determination, meaning it measures how well each data point fits regarding the line of regression. As seen in Figure 1.3, R-Squared is 0.71, meaning the 71% of the event revenue is explained by fundraising expenses.

A regression outputs a linear regression equation, for “Event Revenue” in Figure 1.3, the equation is: $Y=0.57x-9251.90$. The intercept value is $\$-9,251.90$ meaning it will take approximately $\$16,314.41$ in fundraising expenses to break even. After that, every dollar spent on fundraising expenses will increase donation revenue by approximately $\$0.57$.

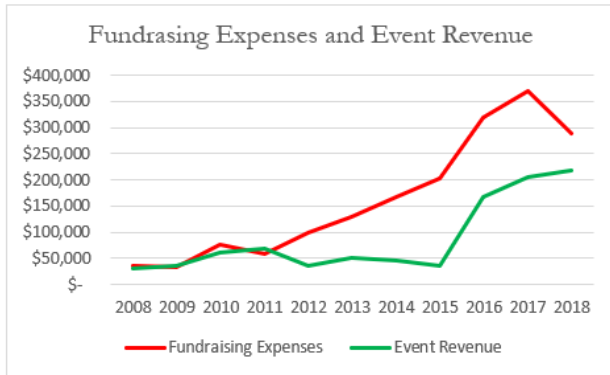


Figure 1.2

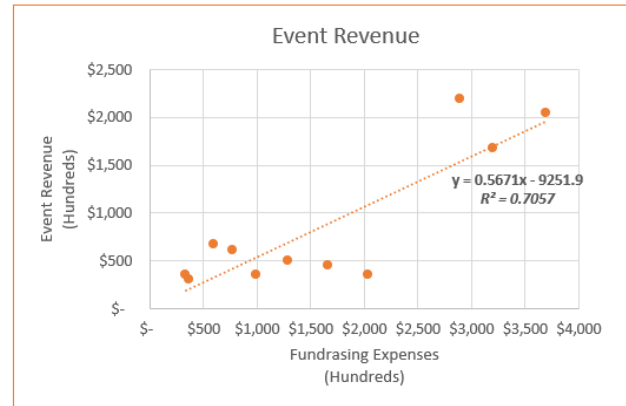


Figure 1.3

Event Revenue and Total Contributions

To get a bigger picture on how fundraising expenses affect revenue, other contributions will be included in the revenue total. This will account for all charitable revenue and not simple revenue from events. As seen in Table 2 the positive correlation like event revenue meaning there is a moderately strong correlation between fundraising expenses and other revenue.

Figure shows how, in this scenario, revenue is far exceeding fundraising expenses, unlike event revenue alone. The correlation, although mathematically similar, is visually much flatter with less volatile changes. Again, with R-Squared measuring how well each data point fits the trend line or line of regression, it can be concluded that 71% of event revenue is explained by fundraising expenses (see Figure 1.4).

This linear regression equation is much different from the one seen in Figure 1.5, the equation is: $Y=2.86x+472,201$. The intercept value is $\$472,201$ meaning it will take approximately $\$165,105.24$ in fundraising expenses to match events and other revenue. This means Thrive can spend $\$165,405.24$ before its fundraising expenses will affect events and other revenue. After that, every dollar spent on fundraising expenses will increase donation

revenue by approximately \$2.86, a huge difference compared to the \$0.57 of event revenue seen in Figure 1.5.

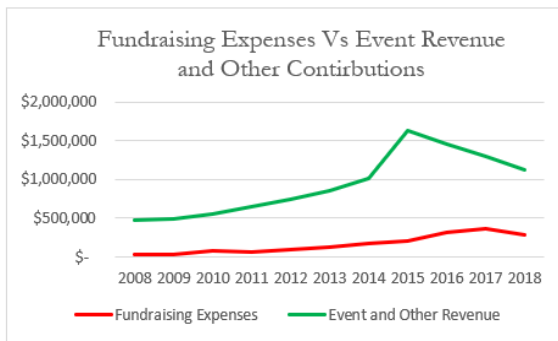


Figure 1.4

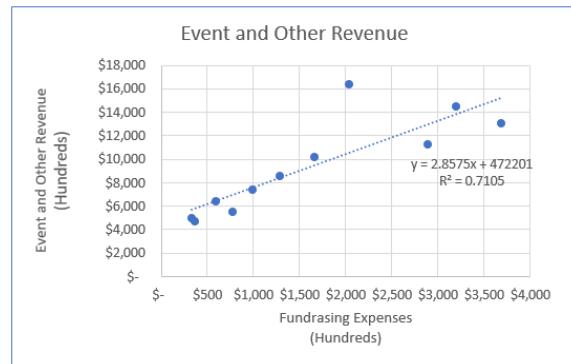
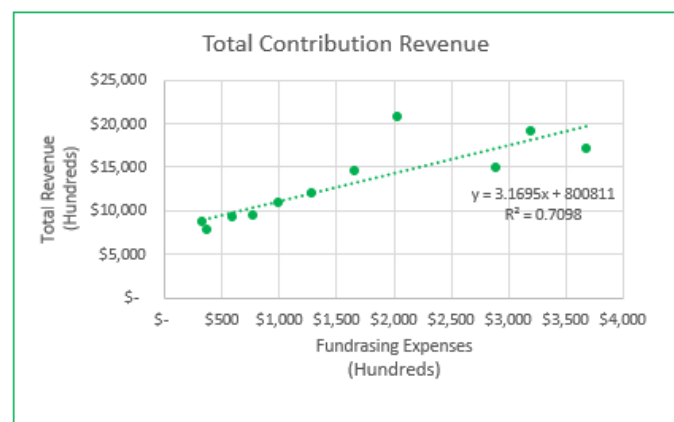


Figure 1.5

Total Revenue

To see the entire picture, grants and non-monetary gifts and contributions are added to the equation to represent. This correlation, again, is extremely like the other calculations at a value of 0.84. Since the amounts are so large, a graph of this correlation will not be presented. The linear correlations are almost identical with the acceptance of a larger gap between fundraising expenses and total contributions. The average difference is \$379,192 more in total revenue than in event revenue and other contributions. R-Squared is only 0.71 rounded, meaning 71% of Total Contribution Revenue is affected by Fundraising expenses. This linear regression equation is similar to that seen in Figure 1.6, the equation is: $Y = 3.17x + 800,811$. The intercept value is \$800,811 meaning it will take approximately \$252,661.62 in fundraising expenses to match total contribution revenue. This means Thrive can spend \$252,661.62 before its fundraising expenses will affect total revenue. After that, every dollar spent on fundraising expenses will increase donation revenue by approximately \$3.17, almost a dollar difference than event and other contribution's slope.



The intercept value is \$800,811 meaning it will take approximately \$252,661.62 in fundraising expenses to match total contribution revenue. This means Thrive can spend \$252,661.62 before its fundraising expenses will affect total revenue. After that, every dollar spent on fundraising expenses will increase donation revenue by approximately \$3.17, almost a dollar difference than event and other contribution's slope.

Competitors

By identifying Thrive's competitors, we will be able to understand why audiences would choose one alternative over another for child and family development services. This research and analysis will help inform our decisions on how Thrive should position itself in a unique way to stand apart from these competitors. We have broken down Thrive's competitors into 3 groups: primary, secondary, and tertiary. Primary competitors are the nonprofits in Bozeman who target the same donors and share a similar purpose to that of Thrive.

Secondary competitors are the nonprofits in Bozeman that either target the same donors but have a different slightly different purpose to that of Thrive. Tertiary competitors are competitors that compete for donations and volunteers but don't share any similar purposes to that of Thrive.

Primary

Boys and Girls Club of Southwest Montana

The Boys and Girls Club of Southwest Montana states that they are on the forefront of youth development. The nonprofit focuses on enriching and enhancing the lives of children in the community. Thrive focuses on the development of the entire family through its many programs. Boys and Girls Club's programs are focused on educational and developmental workshops. Major partners of Thrive include the Yellowstone Club Community Foundation, Bozeman Community Foundation, and Jelt. Major partners of the Boys and Girls Club are Buffalo Wild Wings, Coca Cola, and Disney. A large competitive advantage of the Boys and Girls Club is their size. Because the organization is nationwide, it has a much bigger reach than Thrive does. Some community members might choose Thrive over Boys and Girls Club because of the organization's involvement in the community.

Montana Outdoor Science School

Montana Outdoor Science School, or MOSS, is another local nonprofit that promotes educational and developmental growth in the community. Thrive currently has a partnership with Montana Outdoor Science School. MOSS is focused on education in nature. MOSS is kindergarten through eighth grade. They have various programs year-round, with a plethora of summer camps to choose from in the summer. MOSS targets similar donors that Thrive does. Other partners include the U.S. Forest Service and the Bozeman Area Community Foundation. Montana Outdoor Science School's target market is more geared towards summer camp kids and it is costly whereas the CAP program is integrated in the child's school day and is free to every family.

Big Sky Youth Empowerment

Big Sky Youth Empowerment is another mentorship program that pairs community members with youths in the community. BYEP is for middle and high school children. A lot like Thrive, BYEP is a mutually beneficial program for both their mentors and mentees. Participants find inspiration, challenges, and connection. Unlike Thrive, schools are not involved, and all mentorship hours take place outside of school, usually outdoors. Partners of BYEP include many outdoor brands like Burton and Anon in addition to community members such as Montana Ale Works and American Bank.

Youth Dynamics

Youth Dynamics provides therapeutic services for families facing mental health care unique to their situation. Youth Dynamics is very vague about what constitutes mental health. It claims it can help with behavioral and mental health problems such as acting out, difficulty in school, difficulty with peers, anger, anxiety, nervousness, abuse, neglect, and trauma.

These are all very broad topics that could or could not be defined specifically as mental health issues. This confusion of the line between their definition of mental health makes Youth Dynamics a direct competitor of Thrive. The types of services Youth Dynamics provides that directly compete with Thrive's include caregiver support and family support programs. Most of their services are not free of charge and require insurance information, making Thrive an ideal option for people not looking to spend money on care.

Secondary

Child Development Center

The MSU Child Development Center is a daycare center and the laboratory preschool of the Early Childhood Education & Child Services academic program. This center does not focus on the same mission as Thrive, but it competes for potential volunteers that have a passion for positive child development. This center is also the primary link when child development services are searched online. This could steer people away from becoming aware of Thrive and utilizing its services.

Family Outreach

Very similar to Thrive's services but focused on school aged children with special needs. It teaches family members how to educate their children and help them develop skills that will move them towards greater independence. Family Outreach does home visiting programs that focus on education and supportive services. It also focuses on specific needs of the child and family. This is a secondary competition to Thrive because its scope encompasses a different region on family health and child development.

Hearts & Homes

Hearts and Homes provides support services to families who have children in foster, kinship, or dual custody care by providing programs that aim to preserve and strengthen family ties. Heart and Homes offers safe homes for parents to visit their children, parent education and skill development courses, parent workshops, supervised custody exchange, and reunification services. This competitor focuses more on the parent than the child and they only serve people who have faced significant family hardships. Thrive is preventive service, it can prevent families from reaching this stage as well as support them after cases have been closed to prevent future occurrences.

Family Promise of Gallatin Valley

Family Promise of Gallatin Valley works with diverse faith organizations as the only organization helping homeless families with children. They provide meals and shelter while families are assisted by a caseworker to implement lasting solutions.

Roots Family Collaborative

Roots supports families experiencing postpartum. It supports, connects, and educates parents from pregnancy to parenthood. It works with new moms, moms facing infant and prenatal losses. Its strategies involve support groups, outdoor hiking programs, and occasional special events. This in some ways competes with Thrive's Partnership Program, but it offers a wider variety of services to pregnant or new moms. Since Thrive just functions in the scope of young parents, Roots Family Collaborative is not a direct competitor.

Tertiary: The last group that stood out in our research is the other nonprofits in the greater Bozeman area. There are around 1,000 nonprofit organizations based around or with chapters in the Bozeman area. Though many of these organizations are at most tangentially related to Thrive, they still compete for donations and volunteers. According to Fritz, an expert on non-profit organizations and philanthropy for The Balance Small Business, charitable giving totaled \$400 billion in 2018, 84% of which were individual donations. Giving USA's 2018 Annual Report on Philanthropy, shows the estimated overall giving to charities broken down into nine general categories.

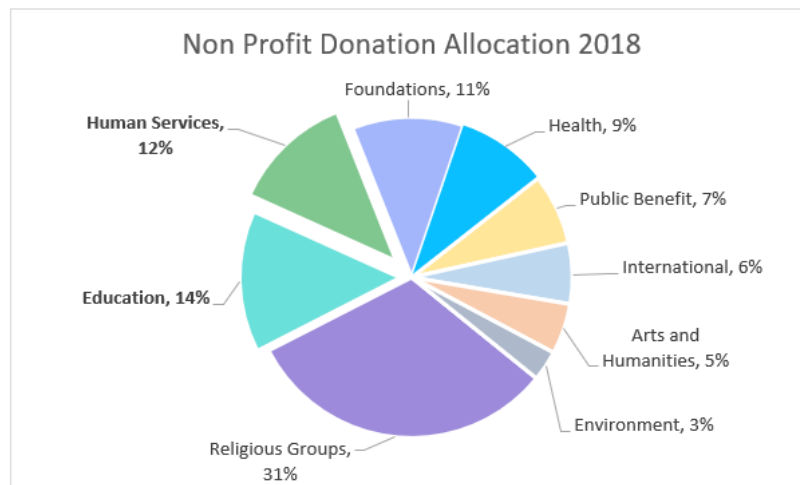


Figure 1.7

Charitable giving for Human Services is estimated to be at 12% in the USA. Notably, giving to human services as well as health charities both increased in 2018. Thrive may also qualify as a quasi-education non-profit, adding another 14% of donation share to possible finances. Therefore, less than 26% is around the percent Thrive can expect to see from the Bozeman community (Figure 1.7). This percent of donation allocation to human services and education will be split between all human services and education non-profit organizations based in Bozeman.

Marketing Communications:

Marketing Communications are the methods used to present information to the consumer about the brand or message the organization is trying to convey. Thrive uses direct marketing, general advertising, content marketing, event marketing, word of mouth, partnerships, and peer-to-peer marketing to convey its message.

Positioning

Positioning is the way a company's customers view the company itself and what it stands for. This is also how Thrive differentiates itself from its competitors. This is the positioning statement Thrive provides for the public on its website. The positioning analysis was derived from information emphasized on its website and through its practices.

“Thrive provides local Gallatin Valley families with the resources, tools, and support they need to raise healthy, successful children. They provide mentoring, education, and support to children and families through signature programs designed right here in our community.”

The positioning breaks down of this statement is centered around resources for support and locally developed fact-based programs. Differentiation statements include working with the child and parent to foster child growth. Thrive is also in all the schools in Bozeman giving it a substantial edge on its competitors.

Marketing Strategies

Direct Marketing

Direct marketing is an effective way to convey information directly to the consumer without a third-party intermediary. Direct marketing aims to persuade readers to act. Good examples of direct marketing used by Thrive include direct email, newsletters, flyers around town, and social media.

General Advertising

Unlike direct marketing, general advertising does not seek a direct response or call to action. It is used more to create awareness and educate the reader about the brand or organization. This type of advertising is general and doesn't target as specific of a market as some other advertising strategies. General advertising used by Thrive includes newspaper, magazine, and radio advertisements.

Content Marketing

The goal of content marketing is eventually to drive the reader to take an action whether it be signing up to CAP mentor or donating to Thrive. Thrive has little business cards that say, “Be a CAP Mentor.” These are easy and cost effective to have in several locations. The business card provides information on how to sign up to be a CAP mentor. Thrive also send out email newsletters with a video of cute kids and large red buttons underneath that read “Donate Now!”

Event Marketing

Event marketing communicates the brand's message through promotional events. Event marketing used by Thrive includes pint night at Bridger Brewing, the Lily Ball, Drive for Thrive, the Main Street Speakeasy, the Block Party, and many others throughout the year. Event marketing is a great way to have fun with the consumer and in turn, they will associate a positive brand image with Thrive.

Word of Mouth

According to Kimberly Whitler at Forbes, 64% of marketers believe that word of mouth is the most effective form of marketing. Thrive received a 4.9 out of 5 stars google review. The community fully supports and endorses Thrive. Some comments about Thrive on Google reviews include "Fantastic resource for families and children! The staff really cares and will do everything they can to help." Testimonials are a fantastic way to improve word of mouth marketing. Thrive currently has many video testimonials on their website for various programs.

Partnerships

Partnerships are a good way to promote all businesses in the partnership. Thrive partners with Kitty Warren and Wisetail annually for an event called the Main Street Speakeasy. This is not just event marketing, but also partnership marketing. According to Emily Bangen at Baer Performance Marketing, partnerships reach a whole new audience, boost company morale, and creates a good image for your company.

Peer-to-peer

Peer-to-peer marketing is like influencer marketing and word of mouth marketing. Peer-to-peer marketing is so effective because people in the community that consumers know and trust are delivering them marketing information, not a celebrity on a social media page. A nonprofit like Thrive can benefit greatly from peer-to-peer marketing. Anyone that has seen any benefit from any one of Thrive's programs, participants or volunteers, would make great peer-to-peer marketers.

Social Climate

Thrive provides preventive services, this means that anything that could potentially go wrong has not yet. Being proactive is much harder than being reactive because the urgency is not felt. It's not as gratifying to maintain something than to fix something. This means it's harder to collect donations, volunteers, and even participants to take part in Thrives mission when communities are seemingly strong and healthy.

SWOT Analysis:

The purpose in conducting a SWOT Analysis is to determine the strengths, weaknesses, opportunities and threats in a company in order to understand Thrive's position in the market. The strengths and weaknesses examine internal factors to the company, while opportunities and threats evaluate external factors. The initial results of this analysis include strengths, weaknesses, opportunities, and threats (see Figure 1.8). Components of the SWOT Analysis are described below.

Strengths	Weakness
Reputation Local organization Kids Volunteer Commitment Time Low Local organization Wide reach Established Programs Parent Involvement Grants Start where you are 32 years - experience Scholarship Ability to work with any family Emotional connection Mutually beneficial for volunteers CSR Evaluation of Progress	Lack of awareness Muddled program branding Rebranding Confusion about too many programs Dillution Lack of Consistency Misleading Perception CAP causes kids to miss class Communication challenges Preventitive Services Mandatory Reporting Extensive Training Process Misaligned values with potetial partners
Opportunities	Threats
Community Resources Educating parents Volunteers from different demographics Donors Efficency Partnerships Scholarships Events Bozeman Growth New families Diversity More involvement in community Recognizable Programs	Longevity of volunteers Other nonprofits Intrest in community participation Staying relevant Avoiding overused nonprofit language Pushback from families Pushback from schools Match compatability Unpredictable Economy - donor ability Saturated Market Disconnect from "Thrive" brand

Figure 1.8

Strengths

Reputation

Thrive's programs have a great reputation in the community. Thrive has a great positive presence in schools and other family places. The essence of serving children doesn't spark any social or political stigmas that can greatly harm other non-profits success, such as abortion clinics. Adults that worked with Thrive as kids will also grow up and view Thrive fondly. These people will be more loyal to Thrive than other non-profits. Reputation is one of Thrive's inherent strengths that will help lead them to future growth.

Volunteer Commitment Time Low

Thrive asks very little from its volunteers. The CAP Program only requires volunteers to participate one hour a week for a year after they are tried. Other non-profits require significant time and physical labor from their volunteers like the Warming Shelter, Thrive, and The Gallatin Valley Food Bank. Thrive just asks its volunteers to mentor children. This is an important value proposition it could potentially communicate to its volunteers and appear more attractive than its competitors.

Established Programs:

Thrive has seven established programs that are recognizable in the community. Each program has its specific value propositions to different demographics. This makes it easier for Thrive to connect and begin to unify under "Thrive" as a master brand.

Ability to work with any family

Thrive can work with any family starting at the point the family is at and allows their goals to be tailored by the parents and children. This way every family can get something different out of Thrive's programs and be involved as much or little as possible. Since the goals are set by the family, they can get the most out of Thrive's program and not be pressured into attempting to fix lesser dysfunctional parts of their family that they don't see a problem with. The process is all about the participants and what they want from Thrive, making Thrive a unique non-profit that tackles a wide variety of family problems to help make a stronger future.

Weakness

Muddled Program Branding

Thrive's marketing of its seven programs are not consistent. This effect customer awareness and recognition of each program under Thrive. At any given time, Thrive's programs can be backdropped in different colors and these colors switch around to represent different programs. Online, some programs are also represented under other programs links. This makes recognition confusing for customers and may harm Thrive's unification process.

Misleading Perception

Thrive was formerly known as "Prevent Child Abuse", this name made people avoid their programs because they didn't see their family as abusive or chronically unhealthy. This name change was a huge positive change for Thrive, but some of that misperceptions still follows them. Thrive supports families and children through major life choices and developments.

Particularly high income and healthy families may not understand the benefits of Thrive's preventative services. This limits the demographics that will utilize Thrive's services.

Extensive Cap Mentor Training

Before CAP mentors can move into easy one hour a week volunteering, they must have background checks run, interviewing, and various trainings. This process can take up to a couple months and can be stressful for the volunteer. This is a kind of barrier to entry for volunteers and an investment Thrive makes in each mentor. With little promise that they will stay for more than a year.

Misaligned Values

Thrive may struggle to find some partners they view as valuable, but the partnership will not work if Thrive and that business's values and goals don't align. An example of this might be partnering with Bridger Bowl, it would be a great location to target higher income families and retired individuals. Bridger Bowl might decline the proposition because they want more extreme and trendy partnerships to draw different demographics. This weakness could limit or complicate access to demographics Thrive can reach.

Opportunities

Community Resources

Bozeman has a lot of resources that are available to Thrive. The abundance of parks, growing schools, Gallitan Valley Land Trust expansion of local trails, and a skiing and hiking paths close to the community present wonderful opportunities that Thrive can utilize.

Bozeman Growth

Bozeman is growing so there will be an increase of potential volunteers, participants, and donors. This opportunity is specific for Thrive because people moving here might be families that have relocated and strive to quickly create a home and be able to connect with the community. Volunteers may also wish to find their place in a new community. Thrive's roots give them a huge advantage to take control of this opportunity.

Recognizable Programs

Thrive's recognizable programs gives it a great opportunity to unify Thrive quickly and maintain the positive recognition as they do so. Unification would be harder if Thrive didn't have the roots they do in the community.

Volunteers from different demographics

Thrive usually targets MSU students in general for CAP mentors but there are large demographics they are not reaching retired or working individuals. Harnessing these new demographics yield opportunity for substantial growth and potential increases in the longevity of Thrive's volunteers.

Threats

Longevity of Volunteers

Thrive struggles maintaining young CAP mentors. The main source of these mentors come from MSU students that either move away from Bozeman after graduation or leave in attempts to be more focused on developing a career. This hurt Thrive because it spends time searching for more CAP mentors every year instead of focusing on expansion and improvement in other areas. Developing a solid long-term source of mentors could greatly benefit Thrive's efficiency through time allocation.

Interest in community participation

Thrive could be limited by the number of community members that participate in networking and marketing events. There is a lot going on in Bozeman, Thrive's events may not be family's priorities in their free time.

Saturated Market

If Bozeman abruptly stops expansion, the need for Thrive's child developments services could be exhausted.. If people reduce reproduction, it could potentially harm Thrive's effectiveness in the community. When the kids it served have grown, there target market may shrink.

Disconnect from "Thrive" Brand

Thrive has six main programs umbrellaed under Thrive's brand. However, it is hard for the public to understand that Thrive's programs are not standing alone. Within these programs are more specialized programs. For example, Parents Place consists of Dynamite Dads, Love and Logic classes, Circle of Security, and Word Play. This division makes it hard for community members to associate their positive feelings towards the programs of Thrive as Thrive. This weakens Thrives overall position in the community and may affects donations, marketing efforts, and overall presence in the community.

Strategic SWOT Analysis					
Environmental Development	Strengths	Weakness	Opportunities	Threats	Action Items
New CAP Volunteers	Low time commitment once trained	Extensive training process	Volunteers from different demographics	Longevity of volunteers	Location targeting Print Advertising Apparel Digital Marketing
Partnerships	Reputation within community	Misaligned values	Birth of new businesses in local area	Saturated Market	MSU MoR MSU Child Development Education
Community Engagement	Ability to work with any family	Misaligned perceptions	Utilizing community resources	Participation of community members	Informational advertising Increase awareness about Thrive Events
Brand Unification	Established programs	Muddled program branding	Reconnectable programs	Disconnect form "Thrive" brand	Logo Change Brand portfolio Social media Digital advertising

A strategic SWOT analysis was created in addition to a traditional SWOT analysis to integrate opportunities of the business. The strategic SWOT analysis is in place to make the initial SWOT analysis more robust. Conducting this exercise, we selected what we discovered to be the most robust opportunities from our initial data. Paired with each environmental data point, we paired a strength with its corresponding threat. With these pairings in mind, we discovered five ways Thrive can take advantage of opportunities.

Now that Thrive's industry and company positions are clear we can develop ideal goals that will ensure that their messaging is reaching the most relevant audiences in detail in the following section.

Figure 1.9

Goals and Audience



Overview: In the goals and audience section clear business objectives will be recommended and target market segments will be identified. Defining goals and business objectives will help Thrive focus on a specific target market, enable the most successful outcomes and ensure the results will be measurable. By segmenting the market, we will spotlight markets that have the potential to support Thrive most effectively at the lowest cost. Goals in this section are based off the research done in the situation analysis. We have separated the goals into three different categories: (1) business goals; (2) marketing goals; and (3) marketing communications (marcom) goals. The scope of this paper will continue to focus on marcom goals.

Goals

Defining goals and business objectives will help Thrive focus on a specific target market, enable the most successful outcomes and ensure the results will be measurable. By segmenting the market, we will spotlight smaller markets that have the largest potential to support Thrive at the lowest marketing cost. A clear understanding of what needs to be accomplished through marketing communications will be explained.

Business Goals

Business goals are the goals that will be achieved within a specific timeframe. These goals will be based on the vision and mission of Thrive. We will not go in depth regarding business goals, but we will establish three we consider most important to help keep the big picture in mind when building Thrive's marketing plan.

1. Continue to grow and expand programs into new communities
2. Grow number of volunteers
3. Maximize operational efficiency to maximize use of resources

Marketing Goals

Marketing goals are the desired outcomes that we recommend to Thrive in order to reach through marketing efforts based on this plan. Although the marketing goals are outside the scope of this plan, we will describe three that are achievable and measurable. By acting on the marketing communication goals that are discussed in the next paragraph, Thrive will be able to achieve the following marketing goals listed below:

1. Unify brand image
2. Retain CAP mentors for a minimum of four years
3. Increase community involvement through event marketing

Marketing Communications Goals

Marketing communication goals are long-term and short-term. Long-term goals will increase the value of Thrive's brand over time and short-term goals were explained in the situation analysis. Marketing communication goals are what we hope Thrive can achieve through marketing communication, which is also referred to as marcom.

1. Increase awareness and engagement about CAP mentors in retired, working, and academic demographics
2. Unify brand Image as Thrive
3. Increase awareness about the importance of Thrive in a healthy community

Marketing communications goals are important because they allow a company to focus efforts on achieving desired outcomes that are reflected in the marketing goals. Throughout this IMC plan, we will identify how Thrive will be able to achieve its marketing communications goals through the recommendations provided.

Audience Segmentation

Segmentation is dividing the market into groups of individuals who share similar needs and wants. We will use this section to identify the common needs and wants between those in Thrive's target market. In order to achieve this, we will be using *Teaching Market Segmentation: The 8 Step Process* from Francisco Guzman, University of Texas. Each step will be described in detail below.

1. Define Reference Market

The reference market is the section of the total market that will bring the most opportunities to Thrive and provide the greatest advantage. When defining the reference market, we will be using *The ABEL Axis*. This breaks up the market into; **What** need is being satisfied, **Who** is being satisfied and **How** is that need being satisfied. Thrive satisfies the need to balance and unify relationships within families from any background. The people who have these needs include parents, young families, schools, single parents, and mentors. This need can be satisfied by other methods such as churches, Boy's and Girl's Club, Head Start, counseling, and school programs

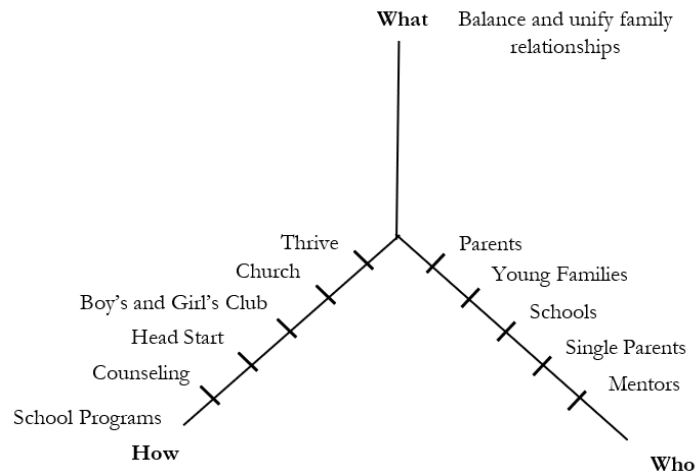


Figure 2.1

2. Macro Segmentation

Macro segmentation is the second step after defining the reference market. To define the macro-segment, one **What**, **Who** and **How** are selected from the ABEL Axis. This forms the most attractive market for Thrive to target on a macro level. As a result, the summarized macro segment recommended to focus on is:

People seeking balance and unity in family and community relationships.

3. Detecting Variables for Micro Segmentation

Our next step is to choose a micro-segment. This will narrow your customers down even more by their motivations. It is *why* the purchase decision is made by a consumer. To begin, variable categories are identified that answer the question “why would a consumer want to engage with the Thrive’s solution?” Six categories were identified that provided greater insight into why this would be the case. They are:

Search Benefits are attributes of a service the client considers when evaluating reproductive healthcare options

Demographics are the population characteristics that influence the consumer’s reproductive healthcare needs

Socio-economic variables are related to the social and economic factors that influence a consumer’s reproductive healthcare decision.

Psychographics are variables related to consumers’ attitudes, interests, and lifestyles that influence their reproductive healthcare decisions.

Lifestyles variables in addition to attitudes and interests of psychographics are related to consumer behavior and interaction with specific services.

Geographic variables provide information about the characteristics of a place. The cluster a consumer belongs to impacts their reproductive healthcare analysis.

Then, within each category we determined the following variables to be most pertinent to customers interested in Thrive’s services (refer to Table 1):

Lifestyle	Search Benefits	Socioeconomics	Geographics	Psychographics	Demographics
Working Individuals	Giving Back	Economic Status	Bozeman	Values	Income
Community Involvement	Community Envolment	Wealth	Livingston	Hobbies	Education
Social Engagment	Balance	Student Status	Belgrade	Attitudes	Occupation
Settled Individuals	Family Connection	Family Status	Sheridan, WY	Spending Habits	Gender

Table 1

4. Selecting Variables from Micro Segmentation

Out of all the variables listed, the most compelling motivational factors are community involvement and values. Both are highlighted blue in Table 1. These psychographic motivations are important to Thrive because it will facilitate the connection to people that share interests and align with Thrive’s mission. A person that is not involved in community or family connection will not be ideal targets for Thrive’s messages. These motivations will be evaluated as “time spent participating in community activities” and “degree of responsibility felt towards family” to represent the importance placed on these values.

5. Variable Operationalization

Variable Operationalization is the process of defining chosen variables in a quantifiable manner. The first variable of family values measures the level of importance an individual place on family relationships. This could vary from being absent or passive as either a child or parent to being a large and active part of the family structure. This variable will be measured as “degree of responsibility felt toward family”.

The second variable is the amount of time individuals spend involved in their community. People who don't spend time engaging in their community will be poor targets for Thrive’s messaging. People who spend considerable time with and in their community will share more of Thrive’s values and will express interest in its messages. This variable will be measured as “time spent participating in community activities”.

6. Micro Segmentation

In order to determine the appropriate audiences for Thrive, the variable measures were placed on a three-by-three matrix. The measures were divided into 3 levels: low, medium, and high. This resulted in nine micro-segments that are named and explained below in Table 2. These micro-segments represent stereotypical groups of people, which is necessary to get a generalized idea of audiences. Below we have explained how their generalized behaviors and values relate to those of Thrive.

Audience Micro Segments

		Time Spent Participating in Community Activities		
		Low	Medium	High
Degree of Responsibility Felt Toward Family	High	The Clique	The Go Getter	The Tribal
	Medium	The Dazed and Confused	The Tryhard	The Scout
	Low	Scrooge	The Wanderer	The Nomad

Table 2

Scrooge has a low degree of responsibility felt towards family and spends little time participating in community activities. They are not interested in having a family and if they do, they feel little connection to the family structures. The community is not something they spend their time thinking about or utilizing any services that strengthen said community.

The Wanderer has a low degree of responsibility felt toward family and spends a moderate amount of time participating in community activities. They aren't interested in a family and if they do have one, they feel little connection to the family structure. However, they do venture into the community and enjoy events like music on main, the Christmas stroll, farmers markets, and other community events. Their connections and support systems are based on friendships rather than family.

The Nomad has a low degree of responsibility felt toward family and spends a moderate amount of time participating in community activities. They aren't interested in a family and if they do have one, they feel little connection to the family structure. Unlike the Wanderer, The Nomad is extremely involved in exploring communities based on causes or exploring diversity of the world. These people might be involved in the Peace Corp, participate in missions, and other grand charitable gestures. These activities take them away from their families for extended periods of time and they rarely stay in one place for a significant amount of time.

The Dazed and Confused have a moderate degree of responsibility felt towards family and spend very little time active in the community. These people spend most of their time focused inwardly, for example a high school student or a recently divorced parent. They are going through a lot of changes and aren't open to connect with any part of their community and only connect with their families to the degree in which they are pressured to.

The Tryhard have a moderate degree of responsibility felt towards family and are moderately active in the community. They have a lot on their plate and try hard not to let things fall through the cracks. These people could be college students, new parents, or struggling families that care about their families but have a lot of other priorities to survive. *The Wanderer, Scrooge, and The Dazed and Confused* can all evolve into this audience.

The Scout has a moderate degree of responsibility felt towards family and spend a large amount of time in the community. They could be families just moving into a new community and trying to figure out where their place is and how to function happily in a new place. The Scout is searching for groups that welcome their family to provide a base to grow and prosper.

The Clique has a high degree of family responsibility and spends little time active in the community. These people have strong family bonds and hold lots of family get togethers. Thanksgiving and Christmas are some of their favorite times because they all get to be together. While these people do have family problems, they tend to keep it internal and not seek outside support.

The Go-Getter has a high degree of family responsibility and is moderately active in the community. They are very responsible in the family structure, whatever that might look like to them and try to stay active in the community.

The Triablist has a high degree of family responsibility and is very active in the community. These people wish to see everyone supported and united to create a strong and prosperous community with healthy children and bright futures. Unlike the Clique, they seek support and aid in support through community services and interacting with community events as a family.

7. Selecting the Target Market

The micro-segments that Thrive should pursue with its marketing efforts include: *The Tryhard*, *The Go-getter*, *The Scout*, and *The Tribalists*. These segments will be the most beneficial to Thrive to pursue due to the high degree of responsibility felt towards family and high amounts of time spent participating in community activities (Refer to Table 3).

Targeted Micro Segments

Time Spent Participating in Community Activities				
Degree of Responsibility Felt Toward Family		Low	Medium	High
	High	The Clique	The Go Gettter	The Tribal
	Medium	The Dazed and Confused	The Tryhard	The Scout
	Low	Scrooge	The Wanderer	The Nomad

Table 3

Each micro segment was selected because their values closely align with Thrive’s mission. Detailed descriptions are as follows:

- **The Tryhard** understands the importance of both community and family making them receptive to Thrive’s messages. This group would be interested in being a CAP mentor with low commitment time. This way they can support a cause they care about while still being able to juggle everything else. If this person is a parent, they might show up to some of Thrive’s less involved programs like game-day for their kids. Little things matter to these people and their families, anything they manage to do to move in a positive direction is a success to them.
- **The Go-Getter** as a higher degree of responsibility felt towards family. These people would be responsive to Thrive’s Parent Liaison and Parent Place programs like Love and Logic classes, one on one parent support, and Parents as Teachers. Anything that offers support for them to be the best family member will intrigue The Go-Getter. If the Go-Getter is a volunteer, they would like to volunteer for the programs previously discussed to learn from a different perspective. These people might be college students majoring in Early Childhood Development trying to gain firsthand experiences.
- **The Scout** will be receptive to alternative programs that involve more community and less individual work. They seek people who follow the same road they do and are focused on creating community relationships. Dynamite Dads, Game Nights, and all other events that involve free community gatherings will catch the attention of a *Scout*. They will also be interested in getting their kids enrolled in the CAP program and programs like Girls on the Run and Let Me Run, that don't have high demand for parent participation.

If this person is a volunteer, they will be interested in trying new volunteer opportunities, although they may not plan to be a consistent volunteer. They will be interested in things like Girls on the Run and Let Me Run, as well as being a CAP mentor for a year. Thrive could retain *Scouts* and encourage them to increase their degree of importance they place of family and become *Tribalists*.

- **The Tribalist** is Thrive’s golden audience, their values closely align with Thrive’s mission. They will be highly involved and highly receptive to Thrive’s messages. If they are a parent, they will be involved with many programs, consistent in participation, and advocates for Thrive’s programs. Tribalists are ideal people to target for messages suggesting donations, they have positive experiences with Thrive. They would also be good candidates for longer term CAP mentors.

Thrive should not pursue the following segments: *The Clique, The Dazed and Confused, Scrooge, The Wanderer, and The Nomad.* These audiences don't have values that align with Thrive’s mission and would not be receptive to its messages. Targeting these segments would be an inefficient use of resources. Keep in mind that these five segments are not stuck in their values, they can shift into one of the four targeted segmentations. For example, *The Dazed and Confused* can figure some personal things out and morph into *The Tryhard* audience, therefore, becoming responsive to Thrive’s messaging.

8. Capturing the Target Segments

The final step in the eight-step segmentation process is to leverage a strategy to capture the target segments identified. Based on the results of this segmentation process, as well as the findings from the SWOT and market research, we recommend Thrive use a differentiated strategy to reach the segments. These four micro-segments will be the prime market for Thrive to focus marketing efforts in order to achieve the goals stated above.

Using these segmented target audiences, we can now recommend appropriate messages that will most effectively and efficiently reach participants and donors in a meaningful way. In the upcoming section, we will outline and describe positioning and key messages to communicate to these micro-segments.

Positioning and Messages



Overview: After analyzing Thrive’s market situation, and identifying potential goals and audiences, we are now able to establish a positioning statement and the key messages that should be used in all future marketing communications. Positioning is the perception offered by the company that resides in the consumer’s mind regarding the nature of the company, its services, and its brand relative to the competition. Key messages are the core ideas that the company wishes to communicate to its target audiences.

Positioning Statement:

A positioning statement is an expression that identifies how the company’s services fills a consumer’s needs in a way that its competition does not. It should outline the unique position of the company in the mind of the consumer in order to create a brand image. This statement for internal use for the company to keep a benchmark for consistent messaging. Below is the recommended positioning statement for Thrive.

*“Thrive provides **accessible** services that are **easy to integrate and adaptable** to a variety of family structures and needs. Its **engaging** programs develop **proactive** skills for both parents and children to grow and prosper.”*

This statement includes the strengths of Thrive and what is offered to each participant. These strengths should be used as core ideas in developing the key messages. Key messages are explained in the next step of this section.

Key Messages:

Key messages are the target points that you want to resonate with your target audience. These are the attributes that will ideally stick in the consumer’s mind when they think of Thrive. The key messages are derived from the positioning statement. Listed below are the key messages we recommend Thrive uses in all marketing communications.

1. **Easy**
2. **Engaging**
3. **Adaptable**
4. **Accessible**
5. **Proactive**

1. Easy

Thrive can offer minimal time commitment to see change for both participants and volunteers. This means any family, no matter the size of their problems, can benefit from Thrive’s services. Volunteers can also feel they have made a difference with only one hour a week, allowing people with busy schedules to make a meaningful

difference. Below are messages centered around low commitment time that we recommend Thrive communicate to its target audience.

- CAP mentors only need to commit one hour of their time per week to the program
- Thrives programs are open to a variety of parent schedules
- CAP programs are a part of every school in Bozeman

2. Engaging

Thrive inspires connection within the community in multiple ways. It allows individual families to connect to the community and enables individuals to connect with families that make up the community. This kind of opportunity for engagement allows the community to grow together.

- Connect with your community through Thrive
- Volunteer at Thrive to meet the future leaders of Bozeman
- Know your community through Thrives exciting events and programs.

3. Adaptable

Thrive offers a variety of programs that focuses on the child and the parent at varying degrees. By allowing each family to personalize goals and start where the family is they can support a large degree of participants. The variety of programs also allows all types of volunteers to find an area they are most passionate about to spend their time.

- “Start where you are”
- Thrive’s programs are designed to be beneficial to every family structure.
- Thrive let's families set their own goals and supports them through the process to achieve these goals

4. Accessible

Thrives programs are mostly zero cost to the participant, and programs that aren't have available scholarships. This means everyone can have access to and benefit from Thrive's services. Thrive's CAP program is also located at every Bozeman elementary, middle, and high school in the district. This means every child can participate in this advancement program regardless of their background, income, or cognitive abilities.

- Thrive's Child Advancement Program is available to every child from any background at all schools in Bozeman
- Thrive encourages a diverse range of participants in their programs.
- Income or economic status makes no difference in the level of support that can be obtained through Thrive

5. Proactive

Thrive offers preventative services, at its roots, it is a child abuse prevention center. In a healthy community it can be hard to see the need for this kind of service, however, the whole point is to be proactive so when things do go astray, it can be quickly and appropriately managed. Instead of families waiting for struggles, they can prepare for the inevitable. Every family has its issues and the more it maintains and builds the stronger it will become. This message is important to communicate to Thrive's target audiences to express the importance and relevance of its services. Below are suggested messages centered around the importance of proactive services.

- Don't waste time and resources when your family reaches a problem, be prepared.
- Start with a healthy family before things go wrong.
- Thrive helps families prepare for inevitable struggles. Know what to do when life gets stressful.
- A family can never have too strong of a bond. Build yours with Thrive

Although the positioning statement is solely for internal use at Thrive, it unifies the position of Thrive in the participant's mind through its use in developing marketing communications. Thrive's core ideals are then shaped from the positioning statement and made into the key messages listed above. These key messages allow participants to differentiate Thrive from competitors and nonprofits. In the next section of this IMC plan we will discuss the strategies and tactics that Thrive can use to communicate the recommended key messages.

Strategies and Tactics



Overview: The Strategies and Tactics section of this plan will focus on how Thrive will achieve the marketing communications goals that were previously mentioned in the Goals and Audience section. This section is broken down into goals, strategies and tactics:

Goals are the overall desired outcomes

Strategies are the ideas for achieving these goals

Tactics are specific actions that are taken to execute the strategies.

By following these strategies and tactics Thrive will be able to achieve its marketing communications (marcom) goals and grow its business. This section is organized by the recommended marcom goals on page 26 of this plan.

Goal One: Unify brand Image as Thrive

Strategy One: Program Consistency

Tactic One: Update Thrives Universal Symbol

Thrives symbol is meaningful and represents its mission in an artistic form. The problem with too much artistry in a logo means its subject to a variety of interpretations. To unify Thrive's programs, they should be clearly shown. This new symbol has a color for each of Thrive's seven programs (Figure 3.1). It can also easily be modified if another program is added. This unifies Thrive's programs within its name and forms an inner flower to symbolize growth. This symbol will be recognizable and understandable to most viewers.



Figure 3.1

Tactic Two: Develop a Brand Portfolio

A brand portfolio allows Thrive to be an umbrella to which all other brands that serve different market segments. It specifies the roles and relationship between sub-brands so make sure each brand had a clear and concise role as a program under Thrive. This includes distinctively different coloring, structures, benefits, roles, and graphics of each program. Thrive is the master brand, its programs are sub-brands that endorse thrives mission and value propositions. We recommend making Thrives programs co-driving sub-brand. This means the program will take the forefront but the Thrive name will always be connected wherever it is presented.

Tactic Three: Color Theory

Thrive has an inconsistency with colors when representing its programs. For example, the Partnership Project is represented in green in Thrive's year review, purple in the program handout, and red online. All Thrives programs have this type of inconsistency between mediums. However, they use seven major colors: red, orange, yellow, pink, lime green, earth green, and blue. Thrives programs can be more easily identified as part of Thrive in the eyes of participants, volunteers, and consumers if a sense of consistency was added to Thrive's representation of programs.

Colors evoke an emotional reaction within people, although color is perceived differently to every person, basic color pallets are known to have relatively universal feelings. According to Cameron Chapman, a professional web and graphic designer, color theory is almost a science. Warm colors, such as red, orange, and yellow evoke passion, happiness, enthusiasm, and energy. Cool colors, such as green, blue and purple give a calm sense and a feeling of professionalism. We recommend incorporating color theory to Thrive's programs.

Tactic Four: Program Logo Suggestions

*Please note that the colors presented are consistent with the color theory described in Tactic One. The new universal logo is specifically highlighted for its respective program. *

Programs that are already associated with specific logos:

Programs like Girls on the Run and Let me Run already have prescribed logos. These should be kept constant. Girls on the Run is a magenta pink and let me run is an electric green. These are colors that should be only represented with the given colors.



Figure 3.2



Figure 3.3

New logos for Thrive's programs:

(These images were collected online and cannot be directly integrated, they serve as ideas to base logos on)

For Thrive's more exciting programs, we recommend using a warm color pallet:



Figure 3.4

Child Advancement Program should be only represented in red; this shows passion and excitement that will be felt by both children involved with the program and CAP mentors. The red CAP letters is paired with a symbol that complements CAP's goal. A childlike drawing of a spaceship taking off with a ramp like support system indicates Child Advancement through the support of a strong line of mentorship. (Figure 3.4)



Figure 3.5

Parents Place should only be represented in orange, this is a vibrant and energetic color that is associated with health and vitality. It is considered more friendly and inviting, which is a feeling Thrive wishes to portray to parents. It is paired with a location symbol to represent destination. It is also accompanied with the phrase "One-stop shop for parenting support", this will provide needed context for symbolism and the overall mission of the program (Figure 3.5).



Figure 3.6

A school bus yellow should only be represented with the Parent Liaison program. It is often associated with happiness and a dull yellow is more calming. Parent Liaison program is represented with a house and a school being connected by a bridge, which is self-explanatory to the Parent Liaison program. Attempting to keep consistent with a school bus yellow, this should represent the idea of the program well. (Figure 3.6)

For Thrives more tame programs, we recommend using a cool color pallet:



Figure 3.7

Girls for a Change should only be represented in an earthy green. This color is perceived with growth and new beginnings, it signifies renewal and abundance. This is a powerful feeling that girls in this program deserve to be associated with. Girls for a Change features the world in the background with a little girl in a delta symbol. Delta is the symbol for change and the girl is centered in the world. This shows the importance of empowering girls and suggests the type of change they can make is great. (Figure 3.7)



Figure 3.8

Color theory is particularly important with Thrive's Partnership Program, the cool color of blue represents calmness, responsibility, and peace. The participants in this program are often in vulnerable situations and facing life changing experiences. By only representing blue with the Partnership Program, Thrive can make a trustworthy and calming first impression. The logo recommended depicts many hands creating a heart. This represents the support a participant in the program would feel from Thrive and its staff. In the center of the heart is a mother and a child (Figure 3.8). This depiction can be changed to a father and a child or a young family depending on the audience it is being shown to.

These suggested logos for each program paired with Thrive's trademark will help unify the programs within Thrive. Their constant descriptions and color association will strengthen Thrive's website and all future advertisement because it will instill consumer recognition and brand recall.

Strategy Two: Social Media

Tactic One: Logo Update

Thrive does well with its social media, but the profile needs to be recognizable throughout all interactions with the public to create and develop brand awareness and recognition. The recommended Thrive flower would work well on social media platforms. (Figure 3.9).



Figure 3.9

Tactic Two: “What's Your Thrive Color?” Give Away

“What's Your Thrive Color?” quiz is a way to prime people in the community with ideas about how they would fit into Thrive and its programs. Since Thrive is made of seven programs that all have their defined colors, including orange, yellow, earth green, lime green, pink, blue, and red. These are the colors that people can get for answers at the end of the quiz. The questions will be based on Thrives programs. (See Goal Two: Strategy Five: Tactic One for the recommended volunteer quiz.). This will be a similar quiz (Page 48).

The goal of this quiz is to establish unity between Thrives programs and spread knowledge about Thrive to groups of people within Thrive’s target audience. To be eligible to win a person would have to take the quiz, like the post, comment on their answers with a tag for two friends. What is asked of participants to enroll must be worth the prize. Asking too much of people at this point will hinder participation. By tagging friends in the post, Thrive can reach people outside its present customer base.

Ultimately, Thrive is merely suggesting programs that volunteers and participants could benefit from. Even if they don’t sign up right away, when they wish to volunteer Thrive will be at the top of their mind.

Gifts can come from Thrives sponsors and is a way to help promote these sponsors. Thrive can use gift cards and discounts to Bozeman Running Co, Midtown Tavern, Kitty Warren, Jersey Mikes, and Ekam Yoga to incentivize participation.

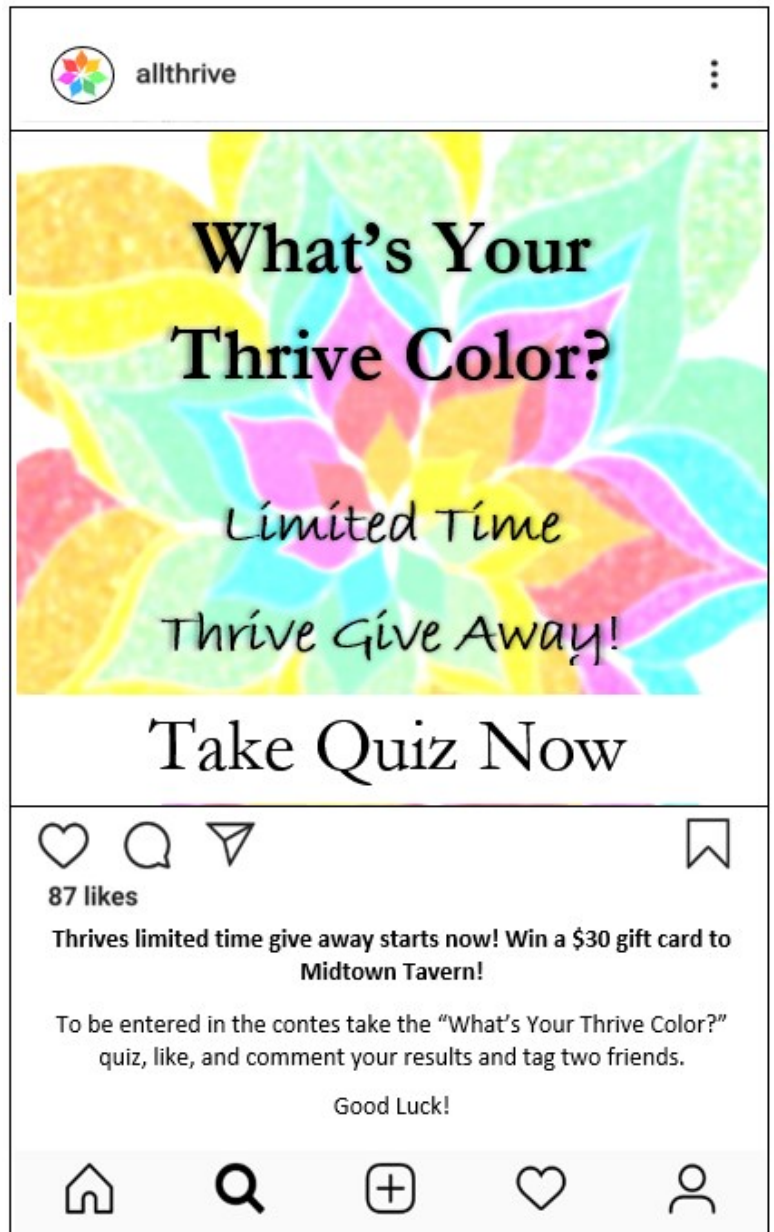


Figure 5.4

Suggested Answers:

Red: Child Advancement Program!

This in school mentoring program for kids K-12 matches you with a child that best fits your personality. You have an hour a week to mentor them and be a positive influence in their life.

Orange: Parents Place!

Parents have a lot of stress in their lives, some may not have the income to take their kids on vacations or even have anywhere to get them out of the house. Parents place allows parents to be surrounded by other parents in similar situations and build a communal support system. The kids get to release their energy and make new friends as well!

Earth Green: Girls for a Change!

Girls run the world! Well maybe not yet, but Girls for a Change is dedicated to empowering young girls to reach their full potential. It ensures that girls know their strengths and can build on them to make a difference in the world around them. Help host local programs for girls in 8th-12th grade. Teach them your passion.

Lime Green: Let Me Run!

Inspires 4th-8th grade boys through the power of running to be courageous enough to be themselves, to build healthy relationships, and to live an active lifestyle. Be a coach and running buddy.

Yellow: Parent Liaison

There is often a disconnect between parents, their children, and schools. Parent liaison forms a connective triangle between these three variables and enables a supportive environment for the children and parents at any point during the stages of growth and development for children and families.

Blue: Partnership Program!

In home visiting programs for younger parents of younger children to help them build a strong foundation in which to bring their baby into the world.

Pink: Girls on the Run!

Coach girls to find themselves through running and challenging themselves to be the best they can be. Help young girls succeed and discover new things about yourself along the way.

Goal Two: Increase awareness and engagement about CAP mentors in retired, working, and academic demographics

Strategy One: Partnerships and Sponsorships

According to John L. Cromton, to have a successful partnership or sponsorship, there needs to be a win-win relationship, the time of the partnership/sponsorship needs to be specified and communications need to be aligned with the goal of the company.

Tactic One: Align with Montana State University

We recommend partnering with Montana State University to increase brand awareness and attract volunteers in the “Go-Getters” and “The Scout” micro-segments identified in the Goals and Audience portion of this plan. The partnership would entail Montana State University’s Office of Student Engagement potentially sponsoring the following events:

Bobcat Summer Youth Camp: These camps are available to kids K-6th grade. It is a weeklong camp where kids partake in swimming, fitness activities, outdoor adventure, and educational sessions. The camp costs \$145 for a choice of nine themed sessions.

Family Science Night: Kids get to meet MSU students, scientists, and engineers and take part in dozens of free activities. It is available for all ages.

Expanding Your Horizons in Math and Science (EYH): This would be a great program to pair with Girls for a Change. It is a hands-on one-day workshop for middle school girls all around Montana. The cost is \$30 per girl but again, utilizing Thrive services could allow participants to receive discounts. The conference is limited to 280 participants and operates on a first come first serve basis.

These programs naturally align with Thrive’s target audiences for both participants and volunteers. MSU requires volunteers for these programs to run. It would be a great recruiting opportunity for Thrive to acquire CAP mentors. These volunteers care about children, family, education, and community which fits Thrive’s target demographic. See Strategy Two: Tactic One for volunteer hand out cards.

This sponsorship/partnership could connect MSU further into the community, allowing for mutual gain necessary for long term successful alliance. MSU could offer discounts of up to 25% for kids and families that participate in Thrive’s services. Thrive could give out identification cards for those families to provide MSU staff when registering for programs (Strategy Two: Tactic Two). These cards would also function as free promotion for MSU while connecting Thrive to leads.

Tactic Two: Partner with the Museum of the Rockies for community education

A tactic we recommend using is community education. According to the Wisconsin Department of Public Instruction, there are five components of community education: citizen involvement, needs assessment and planning, extended use of public education facilities, interagency coordination and cooperation, and leadership and accountability. To accomplish all five components of community education, Thrive should partner with another organization to achieve its goal of building a brand

that creates and maintains relationships with the community. According to Havre Public Schools, community education “is an opportunity for local citizens, community schools, agencies, and institutions to become active partners in addressing education and community concerns.”

We recommend Thrive sponsors an exhibit for families at MOR entailing a game that involves all the family members. There are 190,000 visitors each year to the Museum of the Rockies of both adults and children. MOR is also a nonprofit and is a division of MSU. This would spread awareness to potential families about Thrive. MOR is already an established community education resource in Bozeman. The USS Constitution Museum says that having games and interactive exhibits at a museum, “[provides] social, enjoyable, and informative experiences for the whole family, [which] supports bonding and learning” (Engage Families, 2020). This exhibit would align with Thrive’s vision that “When families are strong & kids succeed, communities thrive” by adding the bonding experience through learning. “Furthermore, research shows that a child’s play leads directly to positive social, cultural, and educational growth” (Engage Families, 2020).

Tactic Three: Partner with MSU Early Childhood Education and Child Services Major

Targeting the early level classes that are less specific and are available for a wide variety of students with any interest in children and child development would be an ideal demographic for CAP mentors. Early Childhood Development (EDEC160) is an entry level course we recommend Thrive to integrate into. Sophomore level cases that would fit well with Thrive are Education Psychology and Adolescent Development (EDU233IS) and Education Psychology and Child Development (EDU222IS).

Becoming a CAP mentor could be extra credit for the students in this course. Targeting classes provided for senior students limits the time they would become dedicated to Thrive. Freshman classes allow for a potential of at least four years before students graduate. It will draw and develop more dedicated mentors that will stay with Thrive for longer, even if they choose alternate major.

Tactic Four: Bridger Bowl

Bridger bowl is a non-profit founded in 2004 as a fundraising organization that works closely with Bridger Bowl. It claims to support youth and family programs, this is a natural alignment with Thrive’s mission. Communicating with The Bridger Bowl Foundation to develop a sponsored family event will help promote Thrive among new demographics. These include retired, working, and academic individuals that are a part of Thrives recommended target audiences. These are also people that have some level of free time on their hands. Having flyers up at Bridger Bowl may increase awareness among these individuals.

Tactic Five: Performing Arts Centers:

This targets new demographics that are active in the community at more sophisticated events.

The Ellen Theatre:

Bozeman Symphony: There are sponsorships available for the seasonal concerts. Sponsorship of special events like Festival of the Fourth, Symphony of Wine, **Free Family Concerts**, Choir Concerts, and Piano Series. They allow tailor-made sponsorship packages to ensure mutual benefits between the two parties. Contact 406-585-9774 to begin working with Bozeman Symphony.

Intermountain Opera: There are three levels of sponsorships offered. Thrive can sponsor the season, sponsor a performance or sponsor the chorus or orchestra. These come at all different price points and benefits that will be discussed in the budget section starting on page 59. Contact 406-587-2889 to find out more specific information from Intermountain Opera.

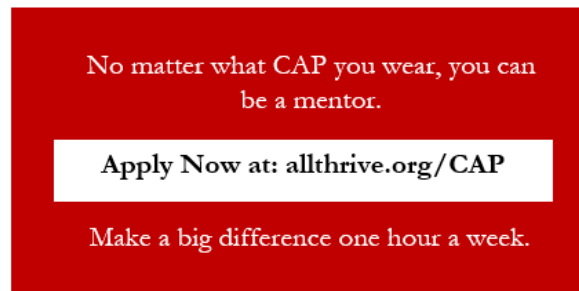
Strategy Three: Print Advertising

Tactic One: CAP Mentor Recruitment Cards

These recruitment cards are meant to be paired with Goal One: Strategy One: Tactic One (volunteers) and Tactic Three. They are designed to be quick reference and allow interested parties to easily communicate with Thrive. They are designed with the new program logo and offer an easy reference. A contact point any longer than “allthrive.org/CAP” would not be effective because nobody would type it in directly. Making sure that it is straight to the point and easy to remember is crucial.



Front: Figure 4.1



Back: Figure 4.2

Tactic options:

Along with this handout card, there is the slogan “No matter what CAP you wear, you can be a mentor”. This is meant to appeal specifically to workers, students, and retired populations. Having an even amount of these cards printed with an even variety of the front logos below can visually express the slogan.

The hard hat represents the worker, the graduation cap represents the student, and the fishing boonies represent the retired. These are appropriate because Bozeman is quickly growing, according to the Data USA, 8.5% of Bozeman's populations occupation is Constructions & Extraction (Figure 4.3).



Figure 4.3

The largest occupations encompass Management, education, and Business add up to 23.25% of Bozeman's population occupations. This demographic will relate to the graduation cap along with the ~17,000 students attending MSU. While Sales and food production is the highest percent of employment, many of these workers are attending either high school or college. (Figure 4.4)



Figure 4.4

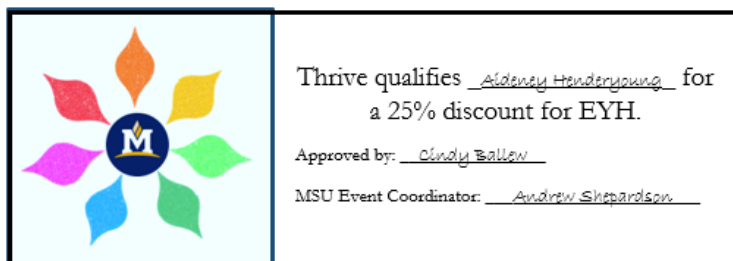
According to Prospera 2019 Economic Profile, 31.4% of Bozeman's population range from ages 20-29. Projections show the median age is expected to shift as 65+ populations choose Bozeman as a retirement destination. Bozeman is consistently named one of the best places in the nation to retire and is known for its avid fly fishing. (Figure 4.5)



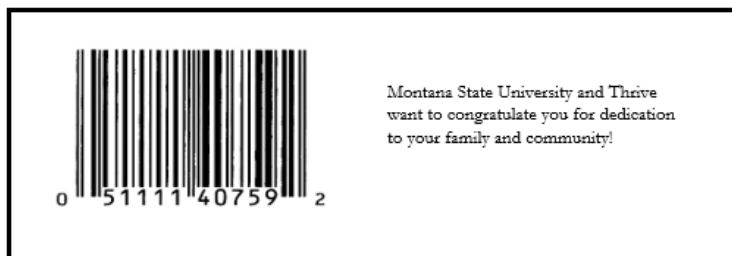
Figure 4.5

Tactic Two: MSU/ Thrive Partnership Cards

These cards are meant to be paired with Strategy One: Tactic One as proof Families and Kids qualify for a MSU program discount. It will have a partnership symbol for Thrive and MSU. It would be wise to have write in spaces for kid's name and official signatures.



Front: Figure 4.6



Back: Figure 4.7

Thrive staff with sign to approve the child is qualified for a discount. In Figure 4.6 Cindy Ballew is used as an upper management staff member that would have appropriate credibility to confirm qualification. This can always be changed for who fits the appropriate profile for staff approval. An MSU Event coordinator will then sign (or someone of appropriate merit) to solidify the agreement and partnership between MSU, Thrive, and the respective child. The back will have a scannable bar code that applies the discount and a small message from both MSU and Thrive (Figure 4.7).

Strategy Four: Apparel

Apparel allows for walking advertisement that gets tons of impressions in all kinds of demographics. These will all be tied to Thrive's brand and catered to potential CAP mentors. This will aid in brand recognition and recall, brand awareness, customer retention, and help motivate behaviors. A 2018 study on Promotional products found after receiving apparel 79% of people research the brand and 83% are more likely to do business with the brand. These tactics are fun, functional, and trendy. Out of all people that receive these products, 81% of them were recorded to keep the product for more than a year. It was also ranked the number one most effective form of advertising to prompt action across all generations.

Tactic One: CAP Mentor Caps

These caps are developed to spread awareness and help CAP mentors spark conversation about the Child Advancement Programs. It allows mentors of Thrive to advertise for Thrive among relevant demographics like the given CAP mentor. This is mainly designed for college students, they tend to use free stuff regularly, especially free sunglasses. Caps fit the CAP program better and the hint of irony will catch more attention.



Figure 5.1



Figure 5.2

Tactic Two: Sunglasses

These are meant to be handed out at Catapalooza to create awareness among incoming MSU students. Each color represents Thrive's programs (See Goal One: Strategy Tactic Three). The colors draw their eye and makes the glasses more likely to be worn (Figure 5.3). Is also more unique than other sunglasses being handed out at the same event. This means they will stand out, therefore helping Thrive's brand stand out. This target audience will have greater longevity than students further along in their education. Connecting with the community at this point will also make them less likely to leave Bozeman and form a loyalty to Thrive.



Figure 5.3

Strategy Five: Digital Marketing

Tactic One: “What's your Program?” survey

People that like to volunteer want to know where they can do the most good. Since Thrive has so many programs, a potential volunteer may become overwhelmed causing them to lose interest in Thrive. Having a quiz connected to Thrives volunteer page will inspire potential volunteers to take the next step.

Recommended Questions:

What's Your Program?

1. How many hours a week would you have to support your community?
 - a. 1 Hour
 - b. 3 Hours
 - c. 6 Hours
 - d. 9 Hours
 - e. More than 9 hours
2. I enjoy running
 - a. Strongly Agree
 - b. Agree
 - c. Somewhat Agree
 - d. Neither Agree nor Disagree
 - e. Somewhat Disagree
 - f. Disagree
 - g. Strongly Disagree
2. I think I could be a good mentor
 - a. Strongly Agree
 - b. Agree
 - c. Somewhat Agree
 - d. Neither Agree nor Disagree
 - e. Somewhat Disagree
 - f. Disagree
 - g. Strongly Disagree
3. I identify as:
 - a. Male
 - b. Female
 - c. Other
4. Do you prefer working with adults or children?
 - a. Adults
 - b. Children
5. I would like to be more active in the community
 - a. Strongly Agree
 - b. Agree
 - c. Somewhat Agree
 - d. Neither Agree nor Disagree
 - e. Somewhat Disagree
 - f. Disagree
 - g. Strongly Disagree

Goal Three: Increase awareness about the importance of Thrive in a healthy community

Strategy One: Informational Advertising

Tactic One: Writing press releases

It would be beneficial for Thrive to have an individual on the staff that is primarily in charge of media relations. This individual would be responsible for writing press releases about events and/or accomplishments that Thrive considers compelling and “newsworthy”. A press release can be one page and explain the accomplishment or event. This can then be released to local newspapers, radio stations, or news stations in the Bozeman community for positive PR. Consumers express positive brand perception after reading customized content.

Tactic Two: White Papers

We recommend Thrive use white papers to communicate with the community. A white paper is a report that presents a problem and offers a solution. White papers are in-depth, persuasive, and authoritative while being brand neutral. Marketers use them to educate audiences on a issue. It will be beneficial to use white papers as a way for Thrive to educate members of the Gallatin Community. We recommend Thrive write white papers on “The importance of being a proactive family,” “Common family issues,” and “Effects of financial stress on families”. These papers could also include educating the public on the importance of family and child support services. This would help tackle social stigmas around prevention of child abuse.

Purdue Owl recommends beginning with an introduction followed by a problem. The solution will then be presented followed by an advertisement for Bridgercare, and finally the conclusion and references cited. By writing white papers, members of the community will look to Thrive for advice and knowledge. Individuals would be able to see that Thrive is here to help them and offer support.

Tactic Three: Blog Posts

Thrive has a spot just for blogs, more informational articles like “The importance of games” and other neutral articles should be posted. This will help people understand and connect with Thrives mission before directly engaging with Thrive. These types of articles will draw in more practical families, perhaps in middle to high class demographics. It will also support keywords Thrive wishes to pursue; see Goal Three: Strategy Three: Tactic One.

Strategy Two: Increase Events

Tactic One: Local concert

Thrive should put on a local concert. It is important to ensure that the choice in performer matches Thrive's brand and image and is appropriate for all family members. Throwing a benefit concert is a fantastic way to increase awareness. People in the community will be attracted to the event due to the music but while they are there, be exposed to Thrive and the services they offer. Perhaps this can be sponsored through the Bozeman Symphony (See Goal One: Strategy One: Tactic Five).

Tactic Two: Carnival

Putting on a carnival would be a great way to increase awareness of Thrive. The different attractions at the carnival would be a great way to attract a variety of families. Activities and game tickets will also help Thrive with fundraising. Different booths would be throughout the carnival providing more information about Thrive's services and encouraging attendees to sign up to volunteer.

This could potentially be held at a school gym or in the MSU Student Union Building, high schoolers and other potential CAP mentors could volunteer. This will allow the kids, parents, and potential long-term volunteers connect and create leads for CAP mentor recruits.

Tactic Three: Tie Dye

Thrive can put together a tie-dyeing event in Bogart park. Handing out white shirts with Thrive's logo as seen in figure 6.1. Thrive will only provide colors that are the colors of Thrive's program. This event will represent Thrive's mission of strengthening children by bringing families together. It is available to families of any background.

Once the event is over, people will wear these shirts around and be walking advertisements for Thrive. They will have a connection to the shirt because it is something they did and brings them positive memories. They will relate this feeling to Thrive and its involvement in the community.



Figure 6.1

Tactic Four: Bridger Bowl

Sponsoring an event at Bridger Bowl would draw in higher income families, exposing them to the benefits of Thrive for their family. It could be "Kids learn to ski" or "Kids ski" event. Thrive would have volunteers and staff wandering around connecting with people and letting them know about what Thrive does for the community and the next events coming up. See the Bridger Bowl Foundation Sponsorship on page 43.

Strategy Three: Digital Marketing

Tactic One: Search Engine Optimization (SEO)

Search engine optimization is “the practice of increasing the quantity and quality of traffic to your website through organic search engine results”- MOZ

SEO takes small modifications to a website to create a consistent idea about the brand that Google can recognize and rank. This helps Thrive’s website come up in organic searches. Organic searches take two forms: long-tail keywords and short-tail key words. Long-tail key words are typically greater than three words. Short-tail keywords are typically one or two short words that present a general idea. According to experts, Google ranks 20.94% on domain-level and link authority (quality and trust), 19.15% on page level link features (quality of webpages and link sources), and 14.94% on page level KW & content features (quality of content and relevance).

When developing keywords, it is ideal that they have a healthy balance between high search volume and low competition. The goal is to get Thrive’s website on the top ten under certain combinations of keywords. This means Thrive will be on the first page, an ideal goal because 95% of web traffic stays on the first search page, according to Leverage Marketing.

Long-tail recommendations:

Mentoring for Children	Community child development
Free Community Programs	Community resources for parents
Proven programs for successful children	How to connect with my child?

Short-tail recommendations:

Support children	Successful Children
Create change	Child Development
Parent Resources	Mentors

These keywords should be consistently stated in variation throughout Thrive’s website. If Thrive want to aim for keywords that are not consistent in their websites, articles and blogs can be published surrounding the idea of the keyword to gain ranking for the specific word or sentence; see Goal Three: Strategy One: Tactic Three.

Tactic Two: Social Media Kids Takeover:

A takeover is when someone else temporarily takes over an account on behalf of a brand. Typically, it would be a celebrity, influencer, or team member, but who better to represent Thrive than the kids in its programs.

Kids would “takeover” Thrive’s Instagram account with a live video touring the facility and interview staff members. An Instagram takeover will show what Thrive has to offer, while also offering a personal touch and allowing the public to connect with Thrive in a fun cute way.

A takeover will help Thrive tap into new demographics, solidify credibility, build trust and strengthen relationship with followers, and humanize Thrive’s brand.

Thrive will want to start by promoting this takeover in advance. Making a few posts or temporary stories will alert followers to tune into the account takeover. The description in the post should start with the specific date and time of the takeover, with each post releasing more information

each time. A mentor should help the kids be organized and hit certain topics.





Measurement and Evaluation

Overview: It is important to measure the effectiveness of the strategies and tactics in support of the marketing communications goals compared to its expectations. These measurements will determine which tactics will be the most successful in achieving Thrive’s marketing communications goals.

In order to properly evaluate the effectiveness of our suggested tactics, a benchmark measurement must be taken before any changes are made. A benchmark is a starting point measurement before implementing tactics. All the suggested metrics besides calculated measurements will assume benchmarks have been taken to allow for enough comparison and analysis. Determining the effectiveness of individual tactics is important to discover what tactics are most effective so Thrive can evolve marketing processes accordingly.

This final section will include recommended metrics, which will be organized by the recommended marcom goals, a schedule for tactic implementation, and a series of suggested budgets.

Goal Metrics:

To ensure the suggested advertising efforts are reaching the appropriate audiences and communicating Thrive’s messages effectively, we suggest surveys. Online survey software, such as Survey Monkey, offer a cost-effective way to gather feedback on consumer brand awareness. This can test markets such as college students, parents, and teachers. Studies show that recall and recognition of brands come from repeated exposure to similar messages. Therefore, we recommend distributing the survey before launching new marketing tactics, and again about three months after implementation to ensure audiences have had significant exposure time. Surveys can continue to be distributed periodically as new tactics are used.

Brand Awareness Survey

When distributing a brand awareness survey, it is most effective to distribute to individuals that have not had significant experiences with Thrive. This includes incoming Freshman college students, new families moving to Gallatin County, and existing families in Bozeman.

We suggest both unaided and partially aided recall surveys. Unaided surveys have a layout that tailor questions to avoid the use of Thrive’s direct brand, name, or logo. This tests if individuals can identify Thrive’s services and mission from memory or pick it out within a lineup of brands. Partially aided recall is designed to incorporate Thrive brand, name, or logo within the questions but not directly refer to it. This tests if people know what Thrive is just based on the brand.

Using proven questions will help ensure the right questions are being asked. Proven questions have been tested by a significant number of surveys to prove their effectiveness as an effective method of measuring intangible ideas like brand awareness. When using proven measures, we suggest using the Likert Scale as response options. This is a scale on a continuum from 1- Strongly Disagree to 7- Strongly Agree and allows for deeper statistical analysis such as linear regression testing, calculating predictable effect one variable has on another, if needed (See page # for an example evaluation of regression analysis outcomes). This can be done with excel or other data analysis programs. Refer to Appendix on page 63 for a Brand Awareness survey example.

Brand awareness surveys can measure the effectiveness of the following goals:

1. Increase awareness and engagement about CAP mentors in retired, working, and academic demographics – Measures potential CAP mentors’ awareness
2. Unify brand Image as Thrive
3. Increase awareness about the importance of Thrive in a healthy community

Brand Loyalty Survey

Brand loyalty surveys focus on people that are already aware and have at some point been or still are involved with Thrive. This includes participants, volunteers, and donors. This type of survey measures brand loyalty instead of brand awareness, meaning it determines how elastic the demand for Thrive’s services are. Thrive should aim to see an inelastic demand, meaning both in good or bad social and economic environments, participants, donors, and volunteers will stay loyal to Thrive. Again, we suggest using proven questions and utilize the Likert Scale for data analysis of market research. Refer to Appendix on page 67 to view an example Brand Loyalty survey.

Brand loyalty surveys can measure the effectiveness of the following goals:

1. Increase awareness and engagement about CAP mentors in retired, working, and academic demographics – Measures longevity of participating CAP mentors

Tactic Metrics:

Return on ad spend (ROAS)

Return on ad spend (ROAS) measures the revenue generated from a specific marketing campaign. ROAS is calculated by taking the total revenue generated and dividing it by the total campaign cost. This is one of the easiest ways to tell if a marketing campaign is generating revenue, and if that tactic is worth continuing. A higher ROAS is more desirable because it shows the revenue generated from each marketing dollar spent. By using ROAS, Thrive will be able to effectively measure if a marketing campaign is successful by how much revenue is being generated.

$$ROAS = \text{Total Revenue Generated} / \text{Total Campaign Cost}$$

Example: If Thrive spent \$500 on a marketing campaign and generated \$1,000 from that campaign the ROAS would be 2:1. This means that for every dollar spent marketing, two dollars were generated in revenue. This would be considered a successful campaign.

ROAS can measure the following Tactics:

1. Print Advertising
2. Event Advertising
3. Sponsorships

Instagram Insights

By using the insights feature on Instagram, Thrive can benefit from simple activity tracking on its account. The insights feature is available on Instagram profiles designated as businesses and provides analytics on its audience, account activity, and growth. Please refer to *Figures 1-3* located in the appendix. These insights can be found in the settings on the bottom right hand corner of your account. The audience tab will be extremely beneficial in determining if Thrive is reaching more individuals. Charts are provided with audience breakdowns of location, gender, and age. Thrive will gain the most benefit from using the Instagram insights feature by tracking levels of activity on its Instagram page. Refer to Appendix on page # to see a visualization of what to expect.

Instagram insights can measure the effectiveness of the following Tactics:

1. Social Media Giveaways
2. Social Media Kids Takeover

Followership

Form a benchmark before running any takeovers or making new changes on social media platforms. This will allow Thrive to track how many followers are gained, therefore tracking the effectiveness of advertisements, promotions, and online events

Followership can measure the effectiveness of the following tactics:

1. Social Media Giveaways
2. Social Media Kids Takeover

Post Likes/Comments

This will monitor the responsiveness of Thrive's target audiences. Authentic comments are ideal and will confirm marketing is connecting with the targeted markets.

Followership can measure the effectiveness of the following tactics:

1. Social Media Giveaways
2. Social Media Kids Takeover

Click Through Rate

Click through rate (CTR) measures the percent of people who visit a web page that have been exposed to a specific advertisement hyperlink. In other words, CTR is the number of people who act on the advertisement divided by the number of impressions the target audience has to the advertisement. Normally, click through rate is calculated through website ads, but Thrive can use this measurement for the emails it sends to participants, volunteers, and donors. How to calculate click through rate:

$$CTR = \text{Total Clicks} / \text{Total Impressions}$$

Example: If 350 Links are clicked and redirects recipient to Thrive's landing page and Thrive sent 1,000 emails but 5 are sent to inactive accounts. The Click through Rate would be 35.17% (350/(1,000-5))

WordStream, an online advertising advisory, explains a good click through rate depends on the given advertisement, but generally a higher CTR is more desirable. A higher CTR indicates a high volume of people exposed to a given advertisement that act, which suggests overall an effective advertisement.

Click through rate can measure the effectiveness of the following Tactics:

1. Social Media Give Away
2. What's your Thrive color quiz
3. Blog Posts – With links to Thrive services relevant to post

Cost per Acquisition

Cost per acquisition (CPA) measures the costs required to acquire one participant, volunteer, or donor. CPA is an indicator of success that can be used to directly measure revenue impact of specific marketing campaigns. How to calculate cost per acquisition:

$$CPA = \text{Total Cost of Campaign} / \text{Total Number of Leads}$$

Example: If the total cost of marketing towards potential CAP mentors equals \$1,400 and Thrive gains 75 new CAP mentors, then Each new CAP mentor cost \$18.67 (1,400/75) to acquire

There is no specific benchmark for CPA, but a low cost is preferable. There are a vast number of factors that can influence the outcome such as the risk of achieving goals, budget allocation, advertising medium, and even how "acquisition" is defined. A lower CPA means that it costs less to acquire one customer, which is desirable.

Cost per Acquisition can measure the effectiveness of the following tactics:

1. CAP Mentors
2. Donors, volunteers, and mentors that were targeted with specific campaigns
3. Event Marketing

Cost per Click

Cost per Click (CPC) measures the cost of each click. This measures the quality and effectiveness of digital advertisements. CPC is calculated as:

$$CPC = \text{Online promotion cost} / \text{Clicks}$$

Example: Thrive spends \$100 on a digital advertisement. It receives 32 clicks. The cost per click would be \$3.12.

CPC doesn't have a standard ideal amount. The value of the customer will determine if the cost per click is appropriate. This measure digital advertisements effectiveness, however, the landing page is just as important as the advertisement. The quality of landing page can be determined by bounce rate.

Bounce Rate

Bounce rate refers to the percent of visitors that leave the website after only viewing on page. Having a good landing page through the click is crucial to generate acquisitions. Bounce rate will determine the quality and effectiveness of Thrive's landing page.

$$\text{Total one-page visits} / \text{Total number of visits}$$

Example: Thrive has 150 visits, 50 of these visitors left after only looking at one page. The bounce rate is 33%

A healthy bounce rate is determined by the sites purpose and supported by other metrics that will put this bounce rate in context.

Budget

We have calculated three different budgetary options for Thrive. These budgets include Gold, Silver, and Bronze. The Gold is the recommended budget because it will ensure the highest impact, quality, and levels of exposure to Thrive's target audiences. It will also include superior advertisements using high quality materials and most effective timing, this will reflect and represent Thrive's services. These budgets were produced with an implementation schedule of recommended strategies and tactics starting in July 2020 (schedule on page 60). These budgets were created based on the execution of the recommended strategies and tactics in the previous section. The budgets are broken down by sponsorships/partnerships, location targeting, print advertising, apparel, digital marketing, branding update, informational advertising, and events.

Gold

The gold budget will be the most effective at achieving Thrive's marketing communications goals when compared to the Silver and Bronze budgets. It accounts for all the recommended strategies and tactics at the highest qualities. The budget is broken down on page 67 of the appendix. Partnerships account for a large percent because it was hard to gauge how much each recommended partnership would require so we aimed on the higher side just in case.

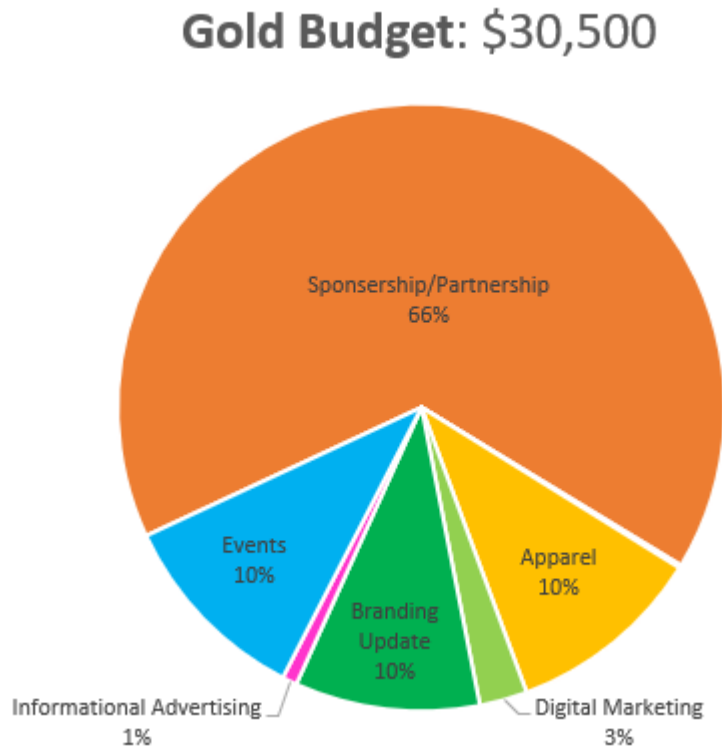


Figure 7.1

Silver

The **Silver** budget is like the **Gold** budget but allocates less time and funding to each strategy. Each tactic is still implemented in this budget, but less time is assigned to each marketing strategy, and there is a lower volume of print and apparel advertisements. Although this budget is like the **Gold** budget, it will not be as effective as the Gold budget because the exposure of important messages will be diluted. For the breakdown of strategy funding please refer to page 68 in the appendix.

Silver Budget: \$18,400

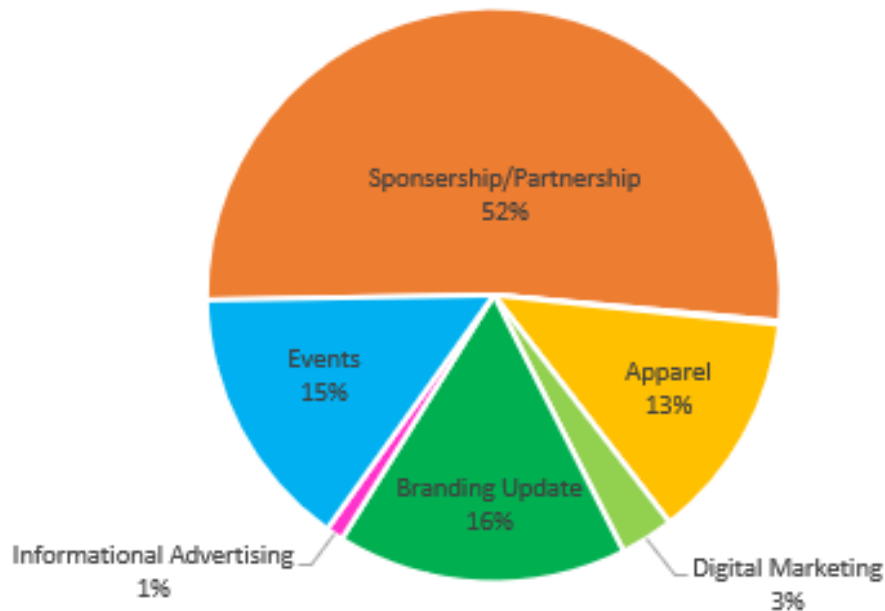


Figure 7.2

Bronze

The third budget is the **Bronze** budget. It is the lowest budget and is significantly reduced from **Gold** and **Silver** budgets. Partnerships were eliminated entirely, maybe with some negotiation and if we recommended natural partnerships, money won't be required to make progress. Volume of apparel was significantly reduced. The cost of the brand portfolio was also reduced, since the rights of the images on logo's we recommended cannot be used for Thrive. A spreadsheet is presented on page 69 of the appendix.

We do not recommend the **Bronze** budget because our research shows this level of input will have the lowest impact and will have a much lower chance of reaching Thrive’s marketing goals. For the breakdown of strategy funding please refer to Figure 7.3.

Bronze Budget: \$9,300

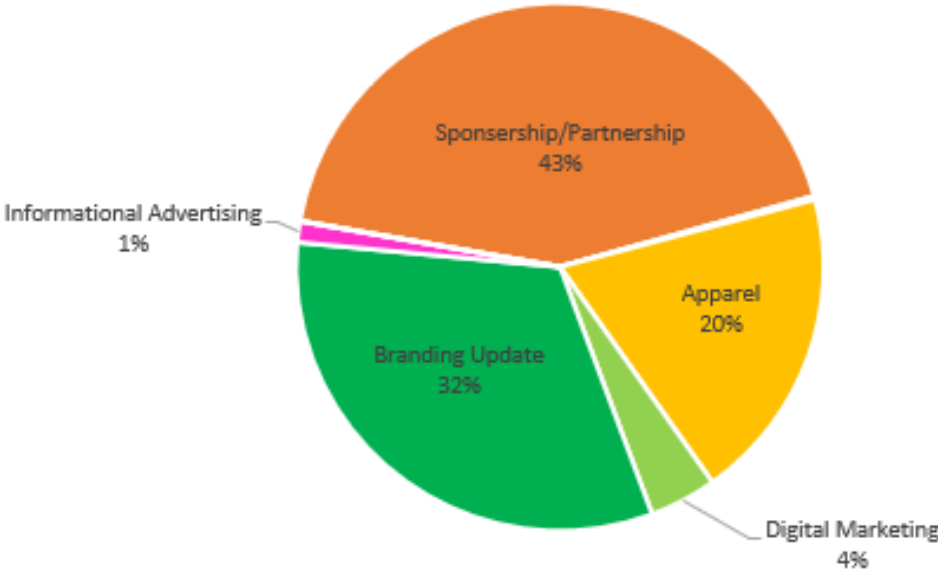
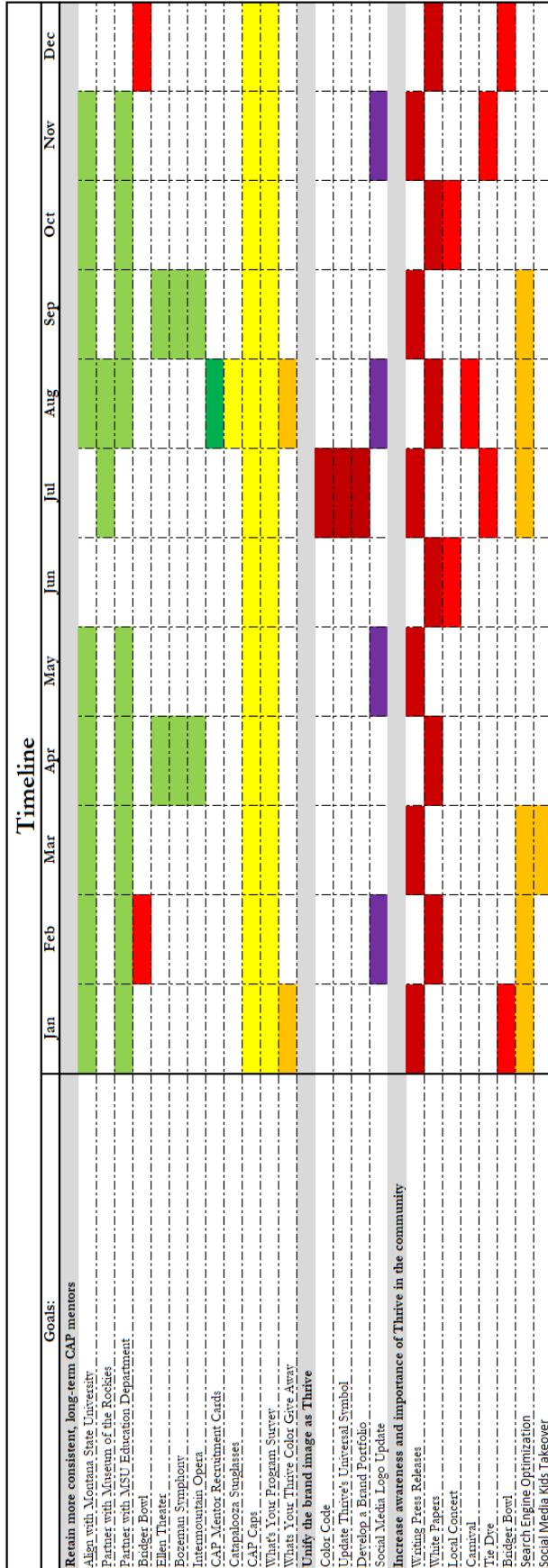


Figure 7.3

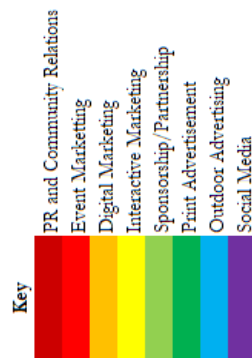
We recommend implementing the **Gold** budget. The **Gold** budget will generate a significantly higher revenue than the **Silver** and **Bronze** budgets. While the **Silver** and **Bronze** budgets have lower costs, the revenue generated by the **Gold** budget will counter its higher costs. The **Gold** budget will generate the largest income and will most effectively meet Thrive’s marketing goals.

With these metrics, each strategy and tactic effectively measured throughout the timeline included below. From these recommendations, we designed these three budgets that represent three different levels of input from Thrive, the most effective of which being the **Gold** budget. Our research has shown that implementing these tactics and related metrics will allow Thrive to successfully measure its progression towards reaching each of its marketing communications goals.

Timeline



an execution timeline to provide a visual aid and schedule for implemented. This timeline includes color coded legend with y, and each tactic is listed in the rows. The columns are broke recommend Bridgercare begin implementing this integrated market plan in January 2020. Some tactics such as condom dispenser nted all year long and other tactics such as event marketing o of the year. This timeline will help Bridgercare to stay organiz strategy and tactic effectively.



Summary

Thrive has been growing for the last thirty years, its time to bring its programs together under the name of “Thrive”. This unification will provide much needed clarity in the community and will strengthen Thrive to continue expanding. Access to new demographics will create program stability and form deeper roots in Thrive’s community.

We thoroughly detailed and analyzed information about the strengths, weaknesses, opportunities, and threats of Thrive. This information was used to identify four target audiences using an eight-step segmentation process, *The Go-getter*, *The Tryhard*, *The Scout*, and *The Triablist*. By selecting these four groups we can be sure Thrive’s recommended messages will reach audiences whose personal values align with its mission. Messages we designed to align with Thrive’s target audience are *easy*, *engaging*, *adaptable*, *accessible*, and *proactive*.

These messages helped us create marketing strategies and tactics we recommend Thrive implement. These include partnerships, digital advertising, and creating a brand portfolio. Implementing these will help Thrive reach the three outlined goals: increase engagement and longevity of CAP mentors, unify brand image, and increase awareness of Thrive. Metrics are also described in detail to measure the effectiveness of each tactic as well as budget plans and an implementation timeline. This is done to not only provide Thrive with the means to communicate quality messages to specific and relevant audiences, but also to determine the effectiveness of each tactic so they can be tailored to maximum effectiveness. From these tactics, three budgets and a suggested timeline were designed to simplify implementation procedures.

Our goal was to provide Thrive with all the necessary tools to develop top of the line communication methods with its ideal customer base. We developed each process and revised each to ensure everything was practical and appropriate. Through each step, we were mindful of Thrive’s mission and values, which enabled us to align every suggestion with Thrive. By implementing these suggestions, Thrive will be able to maximize its success, and progress towards meeting its marketing goals.

Appendix



Surveys:

*Questions derived from the following sources:
Survey Monkey*

Brand Awareness Survey: *Unaided*

1. When you think of this child development services, what comes to mind?
 - a. _____
2. What services do you use to support the development of your child? Check all that apply.
 - a. Counselling
 - b. School Services
 - c. Child Development Center
 - d. Child Care Connections
 - e. Head Start
 - f. Thrive
 - g. I don't use child development services
3. When was the last time you used child development services?
 - a. In the last week
 - b. In the last month
 - c. In the last 6 months
 - d. In the last year
 - e. I have never used child development services.
4. Which of the following brands have you heard of? (Select all that apply)
 - a. Head Start
 - b. Child Development Center
 - c. Child Care Connections
 - d. Thrive
 - e. None
5. When did you first hear about Thrive?
 - a. Just now
 - b. Last week
 - c. Last Month
 - d. Last six months
 - e. Last year
 - f. Longer than a year
6. In the past three months, where have you seen or heard about Thrive? Please select all that apply

Brand Awareness Survey: *Partially Aided*

1. How familiar are you with Thrive?
 1. Not Familiar
 2. Somewhat Familiar
 3. Moderately familiar
 4. Very Familiar
 5. Extremely Familiar
2. Some characteristics of Thrive come quickly to mind.
 - a. Strongly Agree
 - b. Agree
 - c. Somewhat Agree
 - d. Neither Agree nor Disagree
 - e. Somewhat Disagree
 - f. Disagree
 - g. Strongly Disagree
3. What are some of those characteristics?

4. What service does Thrive offer?
 - a. Grows organic food
 - b. Supports children and families
 - c. Develops sustainable cosmetics
 - d. Veterinary Clinic
2. Thrive supports children and families, would you ever utilize its services?
 - a. Yes, I already have
 - b. Yes, I would
 - c. Maybe
 - d. No, I don't have children
 - e. No, I don't like the services
3. Thrive supports children and families, would you ever volunteer to work with participating kids?
 - a. Yes
 - b. Maybe, afraid I don't have time
 - c. No, I don't have time
 - d. No, I don't like kids

Brand Loyalty Survey:

1. How often do you participate in Thrive's Programs?
 - a. Often
 - b. Regularly
 - c. Rarely
 - d. Never
2. In what way do you interact with Thrive? Check all the apply.
 - a. Participant
 - b. Volunteer
 - c. Donor
3. What programs do you utilize?
 - a. Parents Place
 - b. Child Advancement Program
 - c. Partnership Program
 - d. Parent Liaison
 - e. Girls on the Run
 - f. Girls for a Change
 - g. Let me Run
4. I can count on Thrive to provide good services
 - a. Strongly Agree
 - b. Agree
 - c. Somewhat Agree
 - d. Neither Agree nor Disagree
 - e. Somewhat Disagree
 - f. Disagree
 - g. Strongly Disagree
5. Thrive puts its participants first
 - a. Strongly Agree
 - b. Agree
 - c. Somewhat Agree
 - d. Neither Agree nor Disagree
 - e. Somewhat Disagree
 - f. Disagree
 - g. Strongly Disagree
6. I can count on Thrive
 - a. Strongly Agree
 - b. Agree
 - c. Somewhat Agree
 - d. Neither Agree nor Disagree
 - e. Somewhat Disagree
 - f. Disagree
 - g. Strongly Disagree
7. How likely are you to recommend Thrive to a friend or colleague?
 - a. Not likely
 - b. Somewhat likely
 - c. Moderately likely
 - d. Very likely
 - e. Extremely likely

Demographic Questions (For both Surveys)

1. What gender do you identify as?
 - a. Male
 - b. Female
 - c. Prefer not to say
 - d. Self-identify
2. What is your age?
 - a. 15-21
 - b. 21-30
 - c. 31-40
 - d. 41-50
 - e. 50+
3. What's your marital status?
 - a. Singles
 - b. Married
 - c. Widowed
 - d. Divorced
 - e. Separated
4. What's your highest level of education?
 - a. Less than a high school diploma
 - b. High school degree or equivalent
 - c. Some college, no degree
 - d. Associate degree
 - e. Bachelor's degree
 - f. Master's degree
 - g. Professional degree
 - h. Doctorate
5. What is your estimated income?
 - a. Less than \$20,000
 - b. \$20,000 to \$34,999
 - c. \$35,000 to \$49,999
 - d. \$50,000 to \$74,999
 - e. \$75,000 to \$99,999
 - f. Over \$100,000
6. How has Thrive affected your life?
7. How can Thrive do better?

Gold Budget

Sponsorship/Partnership		
Sponsor MSU Event	\$	2,000.00
Museum of The Rockies	\$	5,000.00
Partner with MSU Couse	\$	1,000.00
Bridger Bowl	\$	1,000.00
Ellen Theater	\$	2,000.00
The Bozeman Symphony	\$	4,000.00
Intermountain Opera	\$	5,000.00
	<i>Sum of Sponsorship/Partnership</i>	\$ 20,000.00
Print Advertising		
CAP Recruitment Cards (1,000 premium)	\$	47.24
	<i>Sum of Print Advertising</i>	\$ 47.24
Apparel		
CAP Caps (500 Count with logo)	\$	1,538.07
Sunglasses (500 Count with logo)	\$	1,665.00
	<i>Sum of Apparel</i>	\$ 3,203.07
Digital Marketing		
What's your program survey	\$	25.00
Kids Takeover	\$	100.00
SEO	\$	500.00
What's your Thrive color giveaway (3 winners, two annually)	\$	150.00
	<i>Sum of Digital Marketing</i>	\$ 775.00
Branding Update		
Universal Thrive Symbol	\$	1,000.00
Color Theory	\$	-
Brand Portfolio	\$	2,000.00
	<i>Sum of Branding Update</i>	\$ 3,000.00
Informational Advertising		
Press Release	\$	120.00
White Paper	\$	120.00
	<i>Sum of Informational Advertising</i>	\$ 240.00
Events		
Local Concerts	\$	300.00
Carnival	\$	2,000.00
Tye Dye Shirts	\$	500.00
Tie Dye Dye	\$	100.00
"Kid's Ski" at Bridger Bowl	\$	300.00
	<i>Sum of Events</i>	\$ 3,200.00
Total		
	Total Gross Budget	\$ 30,465.31

Silver Budget

Sponsorship/Partnership		
Sponser MSU Event	\$	1,000.00
Museum of The Rockies	\$	2,500.00
Partner with MSU Couse	\$	500.00
Bridger Bowl	\$	500.00
Ellen Theater	\$	1,000.00
The Bozeman Symphony	\$	2,000.00
Intermountian Opera	\$	2,000.00
	<i>Sum of Sponsorship/Partnership</i>	<u>\$ 9,500.00</u>
Print Advertising		
CAP Recruitment Cards (1,000 premium)	\$	33.00
	<i>Sum of Print Advertising</i>	<u>\$ 33.00</u>
Apparel		
CAP Caps (500 Count with logo)	\$	1,130.22
Sunglasses (500 Count with logo)	\$	1,235.50
	<i>Sum of Apparel</i>	<u>\$ 2,365.72</u>
Digital Marketing		
What's your program survey	\$	25.00
Kids Takeover	\$	80.00
SEO	\$	350.00
What's your Thrive color giveaway (3 winners, two annually)	\$	100.00
	<i>Sum of Digital Marketing</i>	<u>\$ 555.00</u>
Branding Update		
Universal Thrive Symbol	\$	1,000.00
Color Theory	\$	-
Brand Portfolio	\$	2,000.00
	<i>Sum of Branding Update</i>	<u>\$ 3,000.00</u>
Informational Advertising		
Press Release	\$	90.00
White Paper	\$	90.00
	<i>Sum of Informational Advertising</i>	<u>\$ 180.00</u>
Events		
Local Concerts	\$	200.00
Carnival	\$	2,000.00
Tye Dye Shirts	\$	250.00
Tie Dye Dye	\$	80.00
"Kid's Ski" at Bridger Bowl	\$	200.00
	<i>Sum of Events</i>	<u>\$ 2,730.00</u>
Total		
	Total Gross Budget	<u><u>\$18,363.72</u></u>

Bronze Budget

Sponsorship/Partnership		
Sponsor MSU Event	\$	1,000.00
Museum of The Rockies	\$	-
Partner with MSU Couese	\$	-
Bridger Bowl	\$	500.00
Ellen Theater	\$	500.00
The Bozeman Symphony	\$	1,000.00
Intermountian Opera	\$	1,000.00
	<i>Sum of Sponsorship/Partnership</i>	\$ 4,000.00
Print Advertising		
CAP Recruitment Cards (1,000 premium)	\$	20.00
	<i>Sum of Print Advertising</i>	\$ 20.00
Apparel		
CAP Caps (500 Count with logo)	\$	831.66
Sunglasses (500 Count with logo)	\$	967.50
	<i>Sum of Apparel</i>	\$ 1,799.16
Digital Marketing		
What's your program survey	\$	25.00
Kids Takeover	\$	60.00
SEO	\$	250.00
What's your Thrive color giveaway (3 winners, two annually)	\$	50.00
	<i>Sum of Digital Marketing</i>	\$ 385.00
Branding Update		
Universal Thrive Symbol	\$	1,000.00
Color Theory	\$	-
Brand Portfolio	\$	2,000.00
	<i>Sum of Branding Update</i>	\$ 3,000.00
Informational Advertising		
Press Release	\$	60.00
White Paper	\$	60.00
	<i>Sum of Informational Advertising</i>	\$ 120.00
Events		
Local Concerts	\$	-
Carnival	\$	-
Tye Dye Shirts	\$	-
Tie Dye Dye	\$	-
"Kid's Ski" at Bridger Bowl	\$	-
	<i>Sum of Events</i>	\$ -
Total		Total Gross Budget \$ 9,324.16

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