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Anthony V. Mannino Foundation: comprehensive marketing strategy report

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Anthony V. Mannino
Foundation
Comprehensive Marketing Strategy Report

Keqing Song, Benjamin Woelk, Scott Morabito, Tom Mathew, Zaw Myint Htoo

8/19/2010
Dear Cindy and Tony,

The Marketing Concepts team would like to thank you for offering your time and efforts to work with us on the creation of this one-of-a-kind marketing strategy. The experience, journey, and 430 hours spent collectively working and communicating with you was highly appreciated and shall never be forgotten.

The Anthony V. Mannino Foundation Inc. has taught us an exceptional amount of knowledge regarding the current cancer treatment issues surrounding the young adult population of 18-26 year-olds and as a result, we, the Marketing Concepts team is fully aware of the cause and is 100% supportive of the goals the foundation is trying to achieve. We hope that this market strategy report will be of great help to the betterment of the foundation, and that the work we have performed over the past four weeks will bring the foundation a step closer to its objectives and see significant positive growth.

If you have any questions, comments, concerns, please do not hesitate to contact any of one of us. Our contact information is listed in the team profile page.

Thank you and sincerely,

Keqing Song       Scott Morabito       Ben Woelk       Tom Mathew       Zaw Myint Htoo

- “Heroes shed no tears”
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Preface

Founded in 2009, the Anthony V. Mannino Foundation Inc. (AVM) undertook the genuine mission; to offer support young adults 18-26 and their families while they are undergoing their cancer treatment process. The Marketing Concepts team has performed a thorough marketing analysis and has provided AVM a set of tools that enables them to immediately implement an effective and efficient marketing strategy. The tactics introduced in this report are designed to bring AVM closer to their goals and objectives, which are listed as such:

1. Raise $15,000 in new funds by January 1st, 2011
2. Raise more awareness and gain more support through the use of social media

Analysis of the foundation was conducted through the use of a Five Questions Approach, with each question serving a specific purpose. The Approach is styled in the fashion listed below:

1. Where are we now? – analysis of the internal/external environment
2. Where do we want to be? – identification of goals and objectives
3. How do we get there? – Exploration of all potential options
4. Which way is best? – Filtration of options using choice criteria
5. How do we assure safe arrival? – Implementation of action plans

The Marketing Concepts Team, in cooperation with AVM, has identified inherent strengths and challenges of the foundation, as well as its unique selling proposition. By targeting areas of corporate sponsorship, college affiliation, and merchandise sales, AVM will be able to set itself apart from other foundations by simultaneous overcoming its weaknesses, meet the opportunities and annihilate the competition. To further the life of the strategy, considerations for the future has been extrapolated to ensure that AVM will grow and evolve in the right direction.
Assumptions

1. AVM Foundation is to continue carrying out its current activities such as its signature fund raising event, in addition to the recommended marketing strategy.

2. AVM Foundation is the only organization to provide this type of service targeting 18-26 year old cancer patients and families in the designated geographic location.

3. AVM Foundation has not tried to use any previous marketing tactics.

4. AVM will hold to its core values and mission statement indefinitely.

5. AVM will not abandon its core values for the purpose of growth and revenue generation.
Code of Conduct

Marketing Concepts Team | AVM Foundation Inc.

**Code of Conduct**

As motivated individuals, we will work as a group by:

- Respecting each other’s opinions and ideas
- Being responsible for our own tasks and roles
- Helping each other in times of need
- Being honest and forthright with constructive criticism for other team members
- Putting forth our best efforts to achieve excellence
- Setting up meeting times that fits each other’s schedule
- Arriving to meetings at a timely fashion
- Notifying each other ASAP when there has been a change of plans
- Being reachable outside of meetings and class time
- Rigorously following the Institute’s academic code of conduct

**Initials**  
KS, TM, ZH, BW, SM

**Date**  
Wednesday, July 21, 2010
Introduction to Marketing Strategies
The Anthony V. Mannino Foundation Inc. (AVM), as a newly established non-profit organization, has limited resources and is currently facing a number of unprecedented obstacles that require strategic marketing tactics to achieve their short-term and long-term objectives. The consultants, in direct cooperation with the foundation and its stakeholders, have developed a series of initiatives to raise awareness, increase revenue, and improve organizational structure. Founded in September 30, 2009, in western New York, the AVM Foundation Inc provides assistance to 18-26 year old cancer patients and their families.

Currently, AVM’s fundraising strategy is characterized by successful, but infrequent signature events that have been able to attract a large number of supporters and substantial monetary donations. These events demonstrate a relatively strong regional base, but new marketing strategies are required for significant growth in both a monetary and geographical sense. The consultant team has worked to set forth a series of goals and objectives for the AVM Foundation Inc that outline a clear direction for the foundation’s growth and future success. The following sections of this report detail the team’s analysis of the AVM Foundation Inc, relevant external factors, and the marketing strategies and tactics that the team believes will achieve the foundation’s objectives.
Q1

Where Are We Now
Overview of Current Market Environment
**Background of Client: AVM**

The Anthony V Mannino Foundation Inc. is a new not-for-profit organization that currently employs a linear marketing strategy that nevertheless has met with reasonable success, measured by attendance at the foundation’s signature events. By relying on personal contacts, intermittent newspaper advertisements, and word-of-mouth, the foundation has little experience conceiving or implementing a complex marketing strategy. However the consultant team feels that AVM has a strong foundation for growth.

The Anthony V Mannino foundation Inc. was created by Cindy and Tony Mannino, parents of the organization’s namesake, in 2009 in an effort to provide assistance to young adults and their families who are struggling with cancer. After Anthony’s passing from esophageal cancer, his parents were compelled to take action, and honor his memory with their dedication to the foundation and its assistance given to those in need.

Cindy and Tony Mannino, through Anthony’s struggle and subsequent research, discovered a stunning lack of a support structure for young adults being treated for cancer. The foundation has identified the following unmet needs unique to the 18-26 age-group:

**Psychological**

According to the AVM website, 90% of Young Adults diagnosed with cancer suffer from some form of Post-Traumatic Stress Disorder. Often traditional cancer treatment options do not consider addressing the mental or psychological health of the patient. There is a problematic lack of consideration for the mental disorders that can accompany cancer diagnosis. These disorders may also include Depression, and Insomnia.
Fertility

Chemotherapy and Radiation can negatively affect fertility and information on this topic is traditionally not made available to young adults. Providing education and services presents the opportunity to change the conceptual mindset of the young cancer patient to understand that the potential to have children still exists. AVM also suggests that this changes the perspective of the cancer patient to fight for their future.

Health Insurance

The Anthony V Mannino Foundation Inc. discusses the difficulty that many 18-26 year old cancer patients face because they are required to be full-time students in order to be eligible for their parents' health insurance. During the difficulty of cancer treatment, options including Chemotherapy and Radiation, a young cancer patient will endure the negative side effects of this treatment. Often, it is nearly impossible for that patient to remain a full-time student and subsequently the student will lose health insurance putting a heavy financial burden on the students and their families.

Treatment Delivery

AVM identifies Anthony’s age group (18-26) as “tweeners.” These are cancer patients who are too old to receive care from pediatric medical staff but are identified by AVM as being too young to be grouped in with adults or “end of life” patients. Since 1975, survival rates of “tweeners” have seen little to no improvement in comparison to younger and older age groups and this gap is growing. This further demonstrates a lack of attention and focus within the age group of 18-26.

Community Support

The Anthony V. Mannino Foundation Inc. identifies the importance having support groups for 18-26 year olds and believes these groups should be made available to young cancer patients as they go through their treatment.
Evaluation of Client: AVM

The Anthony V Mannino Foundation Inc. provides individual-focused financial and emotional support to young cancer patients, aged 18-26. AVM defines individual-focused support as a tangible relationship with the ability to identify the unique needs of individual patient and their family.

To date, AVM has provided financial and emotional support to three families. Through their signature events, the foundation has raised money to accomplish their core mission. The most recent event was in last spring, which featured a concert, a dinner and basket raffles. AVM had obtained all these free of charge, utilizing personal contacts and charity from local businesses. In addition, the hall space, as well as media advertising, was donated to the foundation. Money was raised mainly through the ticket sales to the event. In last event, there were a couple hundred people in attendance and AVM raised $15,000. The Anthony V Mannino Foundation Inc. is planning another fundraising event in October which is expected to raise $4,000.

In addition to signature events, AVM has ventured into merchandise in the form of wrist bands. So far, the foundation has been struggling with promotion and distribution of the wrist bands. This is an example of how AVM is struggling to establish brand identity and awareness in the regional context.
The McKinsey 7S Framework is a powerful tool used to distinguish the seven important elements that make up an organization. The name suggests that an organization consists of its staff, style, structure, systems, strategy, skills, and shared values, and that all of them are connected to one and other.

**Staff:** Currently, AVM’s staff consists of Cindy Mannino, Tony Mannino, Debra Morrison, and Stephanie Viola, who are the board members. In addition, there are several honorably advisers to the board.

**Style:** The foundation is passionately driven and dedicated to achieve their mission. They devote all of their free time to the work of the foundation. This is a clear strength to the organization.
**Structure:** AVM consists of a four member board: president, vice-president, treasurer, and secretary. They are responsible for the majority of the work of the foundation.

**Systems:** AVM has a website and a simple contact structure of phone and mail. In addition, they utilize a monthly e-newsletter which is the primary means of delivering up-to-date information of the foundation.

**Strategy:** AVM’s current marketing strategy revolves almost entirely around the foundation’s signature events.

**Skills:** AVM is good at eliciting donations from local businesses for the purposes of putting on and promoting the signature event. AVM is not well establishing in the use of information technology (IT).

**Shared Values:** AVM aligns with the vision to build awareness around the story of Antony Mannino to help other young adults who are in the same situation as him. This core mission is inalienable from the perceptive of the AVM. In addition, AVM believes in identifying the unmet needs of young cancer patients and to identify ways to support them.
A spidergram is a visual representation of the strengths of AVM’s current marketing activities and the directions in which the foundation is to move towards. A value between 1 and 10, where 1 symbolizes “needs work” and 10 symbolizes “in excellent shape”, have been assigned to each choice criteria. The following is brief description of the choice criteria, why they are important, and why AVM is rated at a particular value.

**Exposure:** Exposure is a measure of market visibility and organizational awareness. The Consultant team feels that exposure is an important parameter to measure because increasing awareness is one of the key focuses of AVM. This is rated a 2 out of 10 because currently the AVM foundation is confined to a very small geographic area in western NY.
**Size:** Size of an organization affects the ability of that organization to achieve its objectives. Large organizations have more human and financial resources, which gives them the power to increase revenue and spread awareness. The one negative effect of large organizations is that they can lose their local focus and identity. The foundation is rated at a 1 because while possessing strength and potential, the organization is currently a handful of people.

**Website:** For many, an organization’s website is the first impression that people get of the organization, in the consultant team’s opinion. It provides valuable information to visitors and a tool for fundraising. The AVM website has been rated a 5 because the website is good at describing who the organization is but is lacking the area of generating active dialogue between both potential donors and potential recipients of the funds.

**Budget:** An organization’s budget is an important element of the marketing strategy since it is a major limiting factor in the amount of marketing an organization can pursue. This criterion is ranked at a value 3 because even though AVM has some funding, the spending priority remains with the direct assistance to the target age group rather than marketing initiatives. The foundation is open to investing in marketing initiatives on a case by case basis.

**Sustainability:** Sustainability measures the potential longevity of the organization. For instance, the more successful an organization is about carrying out its products and services, the more sustainable its business practices will be. AVM is ranked at a value of 8 due to its low cost and low risk factors, as well as their undisputed drive to continue their mission.
**Power:** Power measures the effectiveness of the organization to actually execute its mission. It also enables the entity to take external actions and secure additional market share, as well as dominate competition. AVM’s power is rated at a 2, since the organization is new, lacks funding, in a constrained geographically.

**Mission:** The mission is the core focus of the organization, which gives it its drive and values. It is the backbone of the organizational culture. AVM was given an assessed value of 10, since its mission is so personal and will not diminish in value or in relevance to the foundation.

**Fundraising Potential:** Fundraising potential is important because it measures the ability of the foundation to achieve its mission, to fulfill its promise. AVM is rated at a value of 8, considering the amount of revenue that has been generated with limited marketing. The consultant team realizes the potential for rapid growth and increased funding.

**Communication:** Communications are the way in which an organization establishes and maintains contact with the supporters of the organization. This is essential because it allows the foundation to reach out to a vast network of similar-minded supporters. AVM is rated at a value of 5 because it has advertising donated for its events and it already maintains contact with its donators through a monthly newsletter, updating them on current and future events. There is still room for more outreach and public relations in both the digital and conventional fashions of marketing.
**Segmentation:** Segmentation is the breaking down of the entire market into sub-sets based on a variety of differentiating factors. In this case segmentation refers to the type of services being offered by the foundation. Segmentation is important because it allows a foundation to have a select group to concentrate on and also for purposes of promotion to donors. AVM scores a 10 because the foundation’s core mission and focus in on the 18-26 year old age group. The foundation’s core mission is a form of segmentation that helps differentiate them from other fund raising organizations.

**Identity:** Identity is the brand of an organization. It is different from mission in that mission is a set of actions or goals to be accomplished whereas identity is what gives rise to the mission. This is an important factor to a foundation because the stronger the identity, the stronger the organization’s mission and drive will be in the consultant team’s opinion. AVM scores a 10 in this criterion because Anthony V. Mannino is the identity of the foundation. The foundation seeks to honor his memory and to help others in his unfortunate situation. The identity of AVM is a strong asset and unimpeachable.

**Social Media:** Social Media is the use of internet based information technology besides the standard website as a tool for promotion, fundraising and awareness building. Social Media takes the form of sites like Facebook, Twitter, MySpace, blogs, etc. These allow a foundation to quickly and cheaply reach a large audience. AVM is rated by the consultants at a 1 because, other than a minimal Facebook page, the foundation not is fully utilized social media to its full awareness building potential. There has been no updating of the AVM Facebook page since May 22, 2010 which is over three months ago and the page has 117 “likes.”
A SWOT analysis presents a visual representation of a company’s Strengths, Weaknesses, Opportunities and Threats. To effectively use the SWOT analysis, a company can utilize its apparent strengths to overcome the company’s weakness, take advantage of new opportunities and to annihilate the threats to the organization.
Strengths

Market Segmentation

The specific market segmentation is one of the foundation’s strengths because AVM has a niche market identity. They have established the dynamic nature of their service and have realized that they can fulfill many unmet needs of their targeted audience. They have found ways to build intimate relationships and to offer dynamic services catered to the person they are helping.

Identity

Having a strong Identity is also among the many strengths AVM possesses in its arsenal. A deep rooted identity gives them a core in which their drive and focus is derived; the AVM’s vision is Anthony, and the organization is fully committed the ultimate pursuit of helping people through the process of battling with cancer.

Dynamic Services

Compared to the competition, AVM offers multi-dimensional aid in forms of financial, emotional, directional, and guidance support for the target age group and their families. Financial support can range from anything such as paying for gas to medical expenses. Emotional support can be offered in the form of caring, listening, and helping cope through tough stages of cancer treatment. Directional reinforcement as well as guidance support can be conveyed through accompanying the patients and their families through decreasing the level of stress and making sure that the right actions are taken at the right time, which includes choosing the right caretakers.
Knowledge about Cancer Treatments

Anthony’s circumstance helped AVM gain a significant amount of knowledge regarding different types of cancer treatments and the correct steps to take while dealing with 18-26 year old cancer patients, especially with esophageal cancer. They also have extensive first-hand awareness about what is needed in a medical facility and why some hospitals are better than others in coping with 18-26 year olds.

Ability to Communicate

AVM has an excellent ability to communicate Anthony’s story effectively and efficiently to its audience. Through this method of story-telling, AVM is able to build genuine relationships with its supporters.
**Weaknesses**

**Awareness**

Lack of organizational awareness is a weakness of AVM because they are small, new and regionally based. The organization to date has held two events which attracted several hundred donors but in the scope of the state or nation as a whole, the foundation is almost completely unknown. By having little public awareness, AVM is severely limited in its fundraising potential.

**Marketing Initiatives**

AVM has relied upon word of mouth and donated advertising time to promote its fundraising events. The foundation has yet to invest in marketing initiatives to benefit the organization.

**Resources**

At this point, AVM is very small and possess limited resources. All of the money that the foundation receives goes to helping other people and families who are in the same situation as Anthony and the Mannino’s were. The organization has very limited funding to work with to either promote itself or to invest in order to elicit more donations to grow the organization.

**Size**

Cindy and Tony Mannino is the core of AVM. It would not exist if they were not so compelled to act upon their son’s tragedy. At the same time the fact that the AVM board is four people with about a dozen and half honorary advisors means that the foundation is extremely small and vulnerable. AVM does not currently affiliate or partner itself with any other organization or hospital.
Geography

AVM is based out of the Buffalo NY region. Since it is so new it only has a presence in this small region, most people in the United States don’t know the foundation exists. Being in just one area, means that the group has very few potential donors to raise money from.

Lack of Adolescent Cancer Awareness

In the group’s opinion, the general public assumes that childhood illness is something tragic and rare and that illness in old age is to be expected. This means that people, including the medical profession, assume that people in the 18-26 age range, like Anthony, are considered to be invincible. This means that there is a lack of awareness of both the fact that AVM exists as well as a lack of awareness that the need the foundation fulfills actually exists. This lack of awareness that adolescent cancer is a serious problem is a challenge to the organization because people don’t understand the need exists.
Opportunities

Sponsorship

The consulting team has identified sponsorship as a key opportunity for AVM. The team believes that corporations offer a tremendous possibility to further increase the financial contribution to the foundation while aligning with the core vision of AVM to build awareness. The consultant team identifies sponsorships as any company that supports the foundation and has the potential to involve a long-term relationship.

Partnership

Partnership involves the ability to align core principals with outside organizations. The consultant team believes this brings possibilities to raise awareness across multiple platforms as well as the opportunity to educate. The general concept is that partnership can grow the AVM network and provide more resources to the foundation.

Ability to Raise Organizational Awareness

This concept has been identified as an opportunity to promote the AVM Foundation name to create brand identity amongst the public and specifically within the 18-26 demographic. In raising organizational awareness AVM has the ability to engage more potential supporters and become a signature entity in the minds of the consumer.
Growth Potential

The team recognizes the ability of AVM to continue to penetrate a large marketplace. At present the services offered by AVM are unique and dynamic and this signifies an opportunity to grow within a market that has not yet been saturated.

Ability to continue to help young adults

With the information that many young adults fall within the “tweener” category as described previously, AVM has the continued opportunity to partner with young adults who are fighting cancer and have an opportunity to improve the low survival rates in this demographic\(^1\).

\(^{1}\) ulmanfund.org/Get-informed/young-adult-cancer.aspx
**Threats**

**The Economy**

Currently the United States is slowly crawling out of a deep recession. This means that people’s money is dearer to them now than it was previously. The threat to AVM is that it will be harder for them to get people to donate excess money to the organization because the donors do not have money spend which will limit the funding of the organization.

**Other non-profit Organizations**

There are several levels of non-profits that compete and pose a threat to AVM. This is a threat to AVM because other bigger and more well established charity foundations have more money and geographic reach. They are competing of the same dollar that AVM is. Large nation-wide organizations can essential eclipse AVM.
**Analysis of the SWOT Model**

**Strengths overcoming Weaknesses**

By utilizing AVM’s strengths of having a strong identity, market segmentation, communication skills and knowledge, the organization can overcome the fact that it is small, new, and lacking in funding and is localized in order to increase awareness, funding, and expand the foundation.

**Strengths meeting Opportunities**

The specific market segmentation and strong identity of AVM enables the adoption of distinct sponsorship and partnership initiatives. With the foundation’s core identity, the belief is that AVM will understand who to align the foundation with. The knowledge about cancer treatment and the ability to offer multi-dimensional services will allow AVM to raise organizational awareness, as well as continuing to help young adults. This will in-turn expand market presence.

**Strengths annihilating Threats**

Even though the current U.S. economy is not as strong as it should be, because of the AVM’s strong identity, and unique segmentation of who it serves, the people that AVM touches will still be so moved that they will be compelled to donate for a good cause. This is only possible because AVM is so strong at communicating its vision and story to the public. These same strengths allow AVM to compete with other foundations because the organization is unique in its central focus to help 18-26 year olds.
**Competition Facing AVM**

In order to evaluate the competition against AVM, the four levels of competition need to be explored in relationship to the foundation.

The first level of competition are companies that offer a similar product or service to the same target market, in this case organizations offering cancer treatment assistance to 18-26 year olds.

The second type of competition is another foundation operating in the same general service category. This type of competition is can be either other cancer foundations that don’t specifically target the 18-26 age group or organizations that target the young adults in that age group but don’t specifically help with cancer treatment. They might be focused on another young adult illness.

The third type of competition is a group that supplies the same service. In the case of AVM, this would refer to other foundations that give out money to people who are sick.

The fourth type of competition is competing for the same donations.

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[Diagram showing types of competition: Compete for the same Money, Similar Product or Service to same Market, Supply the same Service, Offer Same General Product or service Category.]
From the four levels of competition framework the consultant team feels that in the case of AVM, the foundation being very unique, that only two of the four types of competition apply to the foundation.

The first type of Competition against AVM is from organizations that offer a similar product or service. This refers to other organization that can help young adult Cancer patients somehow. Examples of this type of competition facing AVM are the American Cancer Society and the “I’m too Young for This” Foundation.

The second type of competition that AVM faces is other non-profit organizations competing for the same donation spending power. In this case the consultant team is referring to individual donors spending power. In general the public has limited resources to give to charity and every other fund raising organization is competing with AVM for those same dollars. More specifically the consultant team feels that this competition is more severe in relation to other medical or cancer related fundraising organizations. Groups that are raising money for other reasons like the environment are not going to be as strong a factor to AVM.
Evaluation of Competition: I2Y

After analysis of the competition, the group feels that the main competitor to the AVM Foundation Inc is the “I’m too Young for This” (I2Y) Foundation. They are a nation-wide organization, with a close regional office in Strong Hospital in Rochester, NY, that focuses on young adults with cancer. The following sections are an in depth analysis of the I2Y foundation.

Overview of I2Y

The AVM consulting team wishes to bring attention to the competitive nature of I2Y while comparing and contrasting the styles and core vision of the AVM local competitor I2Y².

I2Y or “I’m Too Young for This” was started out of the personal experience of Matthew Zachry who is a cancer survivor. I2Y was created in part due to what Matthew encountered during his diagnoses and treatment of cancer back in 1995, when he recognized the lack of community support that was available for him and other cancer patients within his age range.

The creation of “Steps for Living” in 2004 which later became known as “I’m Too Young” in 2007 was designed to become a “progressive social enterprise,” that linked “cancer advocacy, consumer health, marketing and technology.”

² I2y.org
I2Y is operating as a “national lifestyle brand” that bridges social media and health technology and is seeking to identify with trends in “youth culture marketing, boutique cancer advocacy and a music and arts influence.”

I2Y has sought to build relationships and “alliances with national public health institutions and young adult advocacy organizations” and also offers an annual young adult cancer conference. I2Y is actively seeking the ability to rally and unify the young adult cancer population in an effort to demand change in the services and methods of treatment they receive.

I2Y has various methods of interaction and are a nationally based entity with local chapters in regions across the United States. The nearest local chapter is based in Rochester, NY. I2Y uses their national online presence and local chapters to create social community. Local chapters allow for partnership with cancer survivors to engage social networking with other survivors in the area to form a support group.

I2Y offers online resources to connect cancer patients to educational information on their cancer treatment as well as medical services that may assist them in the process. In this capacity I2Y operates as a liaison between young adult cancer patients and a wealth of outside resources including financial services, social support groups, psychotherapy, fertility organizations and specific cancer types and diagnoses websites. I2Y also has their own medical advisory board and signature events.
Signature events of I2Y include The “Stupid Cancer Happy Hour” and “Leadership Boot Camps.” I2Y has also identified local partnerships and college awareness as community building opportunities. A continued focus on the arts and music is demonstrated through I2Y’s “Art of Survivorship Coalition,” which continues to network artists and musicians together to create community.

Compare and Contrasting

I2Y’s general identity seems to focus on the ability of community creation largely through online social media channels. The organization does have a few examples of local chapters but there are only 7 brick and mortar locations in the United States. The close proximity of I2Y’s presence in Rochester creates an additional level of competition for the AVM Foundation.
**Staff:** I2Y’s website details their board of directors, consisting of four members: Leonard Sender, M.D., Chairman of the Board, William L. Wagner, Treasurer of the Board, Aaron Spicer, Secretary of the Board, and Matthew Zachary, Ex Officio. The board members have impressive credentials, including a director of a children’s hospital, a Director of Finance, and an Executive Account manager. Additionally, I2Y lists four staff members, two interns, and one volunteer.
**Style:** I2Y utilizes a very unique approach in their communications with their donors and constituents. Rather than adopt an approach that emphasizes compassion and support, I2Y encourages an aggressive and rebellious approach to cancer.

**Structure:** I2Y, for the level of awareness it has created and the success of their website, has relatively few employees. Rather, the foundation relies on the use of social media to interact with a large group of young adults looking for support.

**Systems:** I2Y functions primarily as an avenue for distributing important information to young adults struggling with various forms of cancer. I2Y heavily utilizes multiple forms of social media, such as Facebook, Twitter, LinkedIn, YouTube, BlogSpot, and more. I2Y’s relatively small staff and board are striving to use these tools effectively to spread information to a large number of current and potential constituents.

**Strategy:** Under the “Mission, Vision, and Goal” segment of I2Y’s website, the following is listed as the mission of the I2Y foundation:

To empower young adults affected by cancer by:

- building community
- improving quality of life
- providing meaningful survivorship

To build community, I2Y relies heavily on the use of social media, with 7,880 people “liking” the I2Y foundation on Facebook. To improve quality of life, I2Y offers one-to-one peer support, and contact information for local support chapters. The foundation also uses outreach programs of music (compilation CD’s) and presents the ‘Cost of Living Essays’, written by the founder and CEO of the foundation as a method of sharing experiences.
**Skills:** I2Y has a clear proficiency in the use of modern Information Technology. Their website boasts the recognition from TIME magazine as a top 50 website, instantly giving their skills in this area serious credibility. Additionally, the toolbar at the top of the website allows for visitors to contact I2Y through the use of nearly every type of social media currently in use.

**Shared Values:** I2Y’s website contains a manifesto of the organization, containing a singular shared value: “Our value is that your life is a work of art, unique, expressive and capable of taking you places that you could never imagine. Cancer doesn't change that.”
Spidergram of I2Y in comparison with AVM

**Exposure:** The I2Y foundation is rated at an “8” in term of exposure because I2Y has been in the market for almost fifteen years, and it has earned the respect of the community and garners international accreditation throughout the cancer continuum. In addition, I2Y has also formed alliances with other large health organizations including national public health institutions and young adult advocacy organizations.

**Size:** I2Y is rated at an “8” because the organization not only raises funds through donations, it also sells and provides a variety of products and services including T-Shirts, wrist bands, hats, and credit cards. In addition, the organization has many long-term sponsors and partners.
Website: I2Y’s website is rated at a “9” because the website clearly describes who they are, what they do, and how to get involved with them. In addition, the website also provides users with an option to become a member of the organization with a “Sign Up” icon. Moreover, the website also rated as the best 50 website by Time Magazine.

Budget: In term of marketing budget, I2Y is rated at a score of “8” since I2Y has a significantly larger market compared to AVM foundation. Therefore, it is believe that I2Y will be able to invest a lot more money in marketing initiatives than AVM will be able to.

Sustainability: I2Y is ranked at a value of 8 since the organization has performed well since it was founded in 1995. In addition, the organization has been increasingly accepted by the community.

Power: I2Y is rated at a value of “6” since it has been in the market for almost 15 years and has been able to improve its awareness.

Mission: I2Y is rated at a “10” with similar reason given to AVM; I2Y’s mission is also personal and will not diminish in value.

Fundraising potential: I2Y is given a score of 9 since it already has many long-term sponsors who are likely to continue their financial support to the organization. In addition, the organization also provides retailing and wholesaling services to generate revenue.

Communication: I2Y is rated at an 8 because it has a well designed website where donators can obtain newsletters, event calendars, and press releases. In addition, I2Y also has eight local chapters in the US, one in Canada, one in UK and one in Australia.
**Segmentation:** I2Y is rated at a 9 because the organization’s core mission is to provide support to 15-39 who are suffering from cancer. Similar to AVM, the core mission of I2Y is a form of segmentation that helps differentiate I2Y from other fund raising organizations. The reason why I2Y’s rating in term of segmentation is lower than AVM is that I2Y has a larger age group range.

**Identity:** I2Y is given a score of 10 in this criterion because the name of the organization, I am too young, is the identity of the organization. I2Y is founded to help all young adults who are diagnosed with cancers.

**Social Media:** I2Y is given a score of 10 because I2Y uses all the popular social media including Facebook, twitter and LinkedIn to reach its audience. In addition, I2Y also operates a blog called “The Stupid Cancer Blog”. I2Y is also recognized as the next big thing at the nexus of social media and health technology.
Comparison of I2Y to AVM

While I2Y acts as an excellent resource for young adult cancer patients a clear distinction is based on how those interactions are facilitated. I2Y generally seems focused on moving young adults into community focus and networking versus the ideology of partnering to assist them in a personal and intimate manner. I2Y functions as a connecting agent to information, education, and medical services for young adult cancer patients but offers no clear indication of having the ability to personally manage relationships or offer personalized treatment and relationship building with young adults. I2Y operates as a community of awareness and knowledge and as a tool that can access outside external organizations. The ability to form relationships between young adults and these organizations seems largely based on the efforts of the patient to initiate contact versus I2Y operating as a connecting agent.

The consultant team feels that I2Y offers a very comprehensive source and network of information on a wide array of cancer types and quality of life services, but questions the ability of I2Y to personally and individually partner with members of their community. The consultant team instead believes that I2Y functions as a resource to connect people to one another versus directly connecting to the young adult personally.

This is a clear distinction between the nature of AVM to partner directly with families and manage and maintain the relationships of the young adult cancer patients being served. AVM seeks to walk step by step with the young adults they partner with versus pointing them to external organizations that may accomplish this in the manner that I2Y does.
I2Y demonstrates a lack of personal attention and mediation in the fact they outsource 1 to 1 peer relationships. When seeking this type of relationships I2Y recommends the outside agencies Inerman Angels Inc. and Cancercare. These are external resources that offer personal counseling services.

An additional difference between AVM and I2Y deals with the identity the organizations are seeking to build. I2Y declares that they are operating as a "lifestyle brand" and that they are seeking to be a voice of change in treatment for young adult cancer patients.
Q2 | Where Do We Want To Be
Determining Objectives and Goals
Question two looks at both analysis and planning for the AVM Foundation Inc. It consists of two main sections; the positioning statement and the foundation’s objectives. In order to succeed a foundation must be able to identify its short term and long term goals.

**Position Statement**

A position statement creates sustainable competitive differences between the organization and its competitors, give reasons for the target audience to buy/use the organization’s products/services rather than what others are offering. It also should suggest a unique selling proposition (USP) so that the organization can stand out and appeal more to the consumer. According to these premises, The AVM position statement is as follows:

- Provides **dynamic**, **compassionate**, and **individualized** support and awareness to **enhance** quality of life of young adults and their families battling cancer.

By breaking down the three unique selling propositions, one can better understand why these words were strategically chosen to be part of the positioning statement.

Dynamic – This word dictates that AVM is not only committed provide help in one way, but multiple forms of aid. These can be in the form of financial support, emotional outreach, or directional guidance.
Compassionate – This comes from the core values on which the AVM Foundation is built upon. In direct alignment with its mission, AVM Foundation Inc is dedicated and passionate about all of the work performed, always aiming for the highest quality in service and care for its consumers.

Individualized – Another factor that distinguishes AVM from the other competitors is their undivided attention to individual case support. AVM realizes that each case contains its own set of issues, and requires solutions specifically catered to each case. AVM also understands frustration and stress can take a huge toll on the families of those battling with cancer. Therefore, the foundation will treat each case individually with the utmost attention to detail and overall wellness of the hero and his/her family.
S.M.A.R.T. Objectives

Objectives state what it is an organization wants to achieve. S.M.A.R.T Objectives are specific, measurable, agreed, realistic and time related. Smart objectives give a clear focus to the organization.
**Primary S.M.A.R.T. objective:**

AVM will raise $15,000 in new donations by January 1\textsuperscript{st}, 2011.

**Secondary S.M.A.R.T. objective:**

AVM is going to raise awareness for their foundation, measured by a YouTube channel with at least 2000 video views by January 1\textsuperscript{st}, 2011.

The primary objective is the focus of this marketing report, as an increase in fundraising is the most essential part of AVM’s needs. It is readily apparent that the primary objective of $15,000 is specific. The objective is very measurable, as the linear structure of the organization makes measurement of revenue a straightforward task. The client, upon meeting with the consultants, agreed upon the objective. Considering the result of the foundation’s signature event earlier in 2010 (funds of $15,000 were raised), the consultant team believes that matching this total within a 4 and a half month period is a realistic goal for the foundation. Finally, it is self-evident that the objective is time-related.

The consultant team will address and make suggestions related to the secondary objective in this report in later sections. This objective is designed to increase awareness to a larger audience, unrestricted by geography. Additionally, the objective provides an alternate way for potential customers to relate to the foundation.
Q3 | How Do We Get There
Identifying all Possible Options
**Question 3: How Might We Get There?**

In order to fulfill the S.M.A.R.T. objective, the consulting team examined numerous possible strategies and initiatives that have the potential to help the foundation achieve its goal. After careful consideration, the team selected the following ten possibilities:
**Social Media:**

In the present day, the use of social media to raise awareness of a product, service, or other topic has become extremely popular in many sectors. There are multiple venues to choose from in this area, including Facebook, YouTube, LinkedIn, and others. This choice should take into account the target audience for the given message. For example, the consultant team believes that young adults aged 18-26 would most likely be receptive to a campaign utilizing Facebook as opposed to other forms of social media.

**College groups:**

For many fraternities, sororities, and other campus-based groups in the United States, community service has always been a high priority. Thus, the consultant team believes that these groups will be very approachable and receptive to the mission of AVM and are willing to assist them in any way possible. The team's belief in this is strengthened by the alignment of the members of such groups, who are likely to be aged 18-26, and the mission of the foundation (helping 18-26 year old cancer patients). The groups are also uniquely positioned to spread awareness to their respective campuses, and relay the foundation's message to a large number of college-age students. Additionally, the relatively large number of colleges and universities in Western New York means that there are a large number of opportunities to make such contacts.
Merchandise:

The AVM foundation has already begun to explore the fund-raising potential of merchandising, with the production of several hundred wristbands, similar to the popular “Livestrong” wristbands. The results of this venture have been relatively disappointing, yet the consulting team believes there is potential for growth in this area. By offering a more diverse assortment of products, the foundation may be able to offer merchandise that has an appeal to a wider audience. Additionally, successful distribution of merchandise will lead to greater awareness, since each person, wearing a shirt, hat or wristband will display the message of AVM and function as a “walking billboard”. The consultant believes that this level of exposure will lead to interest from the general public. In addition, this campaign will lead to friends and families spreading AVM’s awareness through merchandise, and creating word-of-mouth promotion.

Events:

The Anthony V. Mannino Foundation Inc.’s most visible and successful campaigns to date have been in the form of their “signature events”. These events have incorporated music, food, and raffles to raise funds for the organization. The events have been relatively successful, with the most recent event yielding $15,000 in new funds. The success of these events depends heavily on the generosity of local businesses, from whom the foundation was able to receive most of the necessary resources needed for the event free of charge. Obviously, these events help raise awareness of the foundation for the attendees, but may also cause a greater word-of-mouth presence as attendees may feel compelled to invite friends and families if the events were a positive experience.

Private Donations:
At this point in time, the AVM will graciously accept donations from any individual donor, yet there is little infrastructure in terms of encouraging such donations. AVM as a limited recognition system, which designates sponsors as either gold, silver or bronze level depending on the amount of the donation, however, this donation amount has yet to be specified. The consultants feel there is potential to attract a large number of individual donors, even if the amount of funds raised per donor is not predictable. The team feels that an increase in awareness of the foundation and in its goals and purposes will attract a greater number of individuals looking to help those in need.

**Corporate:**

As mentioned above, the foundation has partnered with local businesses on a short-term basis for assistance in running their signature events. However, the team believes that there is potential for much greater benefit in the permanence of corporate relationships. AVM would like to build on the interests of corporate charitable givings, due to legitimate concern, tax exemptions, and public relations. The consultant team believes that there are corporations whose desire for giving to charity and pairs nicely with the needs of the AVM foundation, particularly those whose products were enjoyed by Anthony during his life.
**Nonprofit Organizations:**

Nonprofit Businesses presents relatively similar opportunities when compared to corporate sponsorship. As with corporate sponsorship, AVM has the opportunity to seek out long-term relationships with these types of organization, securing a reliable revenue stream over time. In addition non-profit partnerships increase awareness through the other organization’s members and supporters. It seems reasonable to assume that non-profit organizations generally would have an outlook with a more favorable view of helping alleviate society’s problems, thus making non-profits more likely to empathize and support AVM.

**Affiliate:**

The AVM foundation has previously attempted to affiliate themselves with other organizations with relatively similar goals and objectives. The most prominent example is the “I'm Too Young for This!” Foundation (I2Y), who rejected their offer of affiliation. Options in this area include: approaching I2Y again, searching for new, similar organization to affiliate with, or becoming an affiliate of one or more hospitals.

**Geographical Expansion:**

Currently based entirely in Western New York in the Buffalo area, the foundation's website is their only obvious connection to any potential donors or recipients outside of their geographical area. By expanding their sphere of communication and awareness to additional regions, such as the Greater Rochester Area, the foundation can reach a greater number of potential individual donors, corporations, and possible affiliates.
**AVM Oncology Center:**

The long term goal of AVM is the creation of the Anthony V. Mannino Oncology center. This would either be a hospital wing or separated medical facility that would look nothing like a standard oncology center. This center would cater exclusively to cancer patients in the 18-26 year old age range. The center would be a place where the patients could receive treatment in a way that would not interfere with them living their lives. This would not resemble a hospital. It will look more like a college student union with a cafe that serves foods that are good for cancer patient getting their chemotherapy treatment. There would be individual areas where patients can get treated while watching TV, listening to their music or using a computer. Young adults would be able to section themselves off for privacy or have a sense of community while they receive their treatment. The goal will be to create an environment where young adults receive cancer treatment in an environment that is catered to them. The center will be well staffed with doctors and nurses to assist in the treatment. The Anthony V. Mannino Foundation Inc. hopes that through donations and sponsorship, the Oncology Center can be fully funded so that there is no cost to the patient.
Q4 | Which Way Is Best
Filtering Out the Best Options
Question 4: Which way is Best?

This question looks at evaluating the possible marketing tactics for AVM and deciding upon a choice few that will be executed by the client in order to achieve the primary smart objective of increased revenue.

Choice Criteria described below will be used to rank and filter the shopping cart of possible tactics to a select few. Each one of the choice criteria has been weighted by the consultant team based on level of importance to the foundation’s achievement of the primary smart objective. The weighting system is a 1 to 10 scale with 10 being extremely important and one being insignificant.

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**Revenue: 10**

Revenue is the amount of expected donations that will be received by executing an individual tactic. The consultant team has weighted this criterion 10 because raising money to help young adults with cancer is the central purpose of the foundation.

**Budget: 7**

Budget is the amount of investment by the foundation in order to execute the tactic and generate revenue. Budget has been weighted a 7 because the organization has limited funds to work with and wants to use as much of their donations as they can to help people.

**Difficulty: 6**

The difficulty choice criterion is the level at which AVM is to execute the suggested tactics. The consultant team has weighted the difficulty level at a 6, due to the immense dedication and amount of work proposed for AVM has to carry out or order to insure safe arrival at the primary S.M.A.R.T. objective.

**Time Required: 4**

Time is always a limiting factor within any given project, and is one of the choice criteria that dictate options which are better than others. How much time is required and allotted to successfully implement a strategy is a crucial component of the planning process. Therefore, time has been weighted a value 4 due to the devotedness to their foundation.
**Alignment to value: 10**

When going through the filtering process, it is crucial for AVM to look at which options align most to the values and vision of the organization. This choice criteria is weighted a 10 due to the nature and culture of AVM, and how they want to be perceived.

**Additional Help: 10**

This is a criteria that needs to be considered when choosing which way is best since different tactics require different methods of implementation, and some may be more effective and efficient with help of addition human resource. AVM is weighted a 10 since there are such a small number of people involved in the foundation that if there were more staff members in its team, productivity is sure to increase.

**Awareness: 10**

Awareness is how a specific tactic can spread knowledge of the organization and its cause to more people. The consultant team has weighted this criterion a 10 because increasing awareness is essential to the organization’s growth, long-term future, sustainability and fund-raising capabilities.

**Risks: 6**

AVM needs to consider the potential risks involved in each tactics, and evaluate the risk/benefit ratio to each of the suggested options. Thus, AVM has risk weighted at a value of 6, since the market segmentation they are in and the services they are offering are not at a high level of risk, however may pose possible factors of insecurity.
### Filtration of Options

The advantages and disadvantages of each possible marketing tactic are detailed below. A matrix of the possible initiatives and their ranking based on choice criteria is presented below.

The individual scores for each initiative of are ranked on a 1-10 scale with 1 being bad and 10 being excellent. The total weighted score is present on the right column of the matrix.

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### Social Media:

**Advantages:** Social media scored the highest because it can strongly align to AVM’s core values; it raises awareness and has low cost of implementation.

**Disadvantages:** Social Media is more for raising awareness and in the consultant team’s opinion will not translate into a high fundraising potential.
**College:**

**Advantages:** Getting funding from college organizations is a low risk opportunity for AVM. It will not require a high amount of investment to secure donation nor will it require a substantial time commitment from the organization. The population is also the target audience of the organization.

**Disadvantages:** Soliciting funding from colleges will require repeated relationship building until college cultural saturation.

**Merchandise:**

**Advantages:** Merchandise is relatively low risk, requires few people for implementation and strongly aligns with the foundation’s value and beliefs since the merchandise would be custom AVM merchandise.

**Disadvantages:** Merchandise sales require an initial investment in the product and the revenue generated is not as significant as other options.

**Events:**

**Advantages:** Events are a onetime occurrence that generate large revenue and give supporters an intimate experience with AVM. They have already been successfully put on by the organization’s founders with help from donations from local businesses.

**Disadvantages:** Events require an exhaustion of foundation human resources and include intensive planning in order to hold a successful event. Events only spread awareness to a select number of people at a time. Considering the intense amount of planning involved, events are not capable of being frequent occurrences to fund raise.
**Private Donations:**

**Advantages:** Private donations are relatively low risk to the organization and require little investment to secure. Donations are an indicator of personal attachment to the organization and can help to spread awareness of the organization.

**Disadvantages:** Private donations are in general small yet a relatively high time commitment to secure. Awareness generated from private donations will be small word of mouth and at a much slower pace that other initiatives can.

**Corporate:**

**Advantages:** Corporate sponsorship has the potential for significant revenue generation. In addition corporations are naturally inclined to support non profits and fundraising organizations for the tax benefits and for public relations. Corporate sponsorship requires a relatively low investment to build the relationship in order to secure the donations. Awareness of AVM is also increased by the company promoting how it is helping the foundation.

**Disadvantages:** Receiving corporate sponsorship is difficult and requires a high time commitment from the foundation to build and maintain a relationship that will lead to sponsorship and to sustain it. Corporate sponsorship has a medium level of risk because the sponsorship is completely dependent upon the ability of the foundation to build a relationship with that company. At the same time the potential loss is not significant because there is a plethora or companies that the foundation can pursue.
**Non-Profit Organizations:**

**Advantages:** Pursuing non-profit sponsorship and partnership is a low risk initiative for the foundation. It requires little investment and does not require additional help to secure. Awareness can also be generated by the non profits who promote their affiliation with the foundation.

**Disadvantage:** Non-profit organizations will not translate into a significant amount of revenue for the foundation. At the same time securing non-profit sponsorship requires the same high amount to time and effort in relationship building that corporate sponsorship does without the same level of benefits. It is also possible that non-profits that sponsor with AVM will not align to the core values of the organization.

**Affiliation:**

**Advantages:** Affiliation is a method that requires little additional human resources, low investment and will generate awareness through the organizations affiliation and mutual promotion.

**Disadvantages:** Like non-profits and corporate sponsorship, organization affiliation requires a large amount of time to build relationships and secure a partnership. Affiliation does not translate into revenue for AVM. In addition, affiliation is also a difficult initiative because AVM can be seen at treated as a competitor by the organizations it will try to affiliate itself with.
**Geography:**

**Advantages:** Delivers the AVM message to a whole new audience. It will increase awareness of the foundation and will increase the amount of revenue the foundation can bring in.

**Disadvantages:** Expanding geographic region is a high risk venture that requires significant investment of current funds. Geography will also require additional staff in order to grow the foundation’s operations and a substantial time commitment in order to expand. This will also be a very difficult venture that may not see a return on investment for some time.

**Oncology Center:**

**Advantages:** It is a unique selling proposition of AVM. It gives the foundation something to work toward and promote for fundraising purposes. The center will completely align to the values of the foundations since it is their vision. Currently the vision of the center can be used by the foundation to rally donations as a tangible goal that people will be moved to donate toward.

**Disadvantages:** At this point the foundation is not capable of creating this center. It requires an unprecedented level of time, staff and investment to create. The center will be a highly difficult and risky venture that at this time is not a realistic possibility.
**Selected Initiatives**

Based on all of the options mentioned above, a systemic process has been developed to AVM. choose which tactic(s) to implement right away. This procedure is shown in the form a matrix analysis, with values assigned to each option to choice criteria grid. After further discussion/examination of the total scores of each option, and with the approval of AVM, the Marketing Concepts consultant team has determined the following tactics as best suited for AVM’s marketing strategy.
**Merchandise** | Score: 451
Merchandise is an effective way to reach out to others with something that they can retain as a physical symbol of the cause, resulting in broadening the awareness and knowledge. Since AVM already has merchandise set in place, it is logical to continue, or even increase, production of their products as they expand into the market. There are a number of different ways that AVM can use merchandise sales to their advantage.

**Corporate** | Score: 399
Corporate support presents an elevated possibility of yielding high amounts of financial donations, assuming that the 80/20 rule applies in this situation. Even though there are a moderate amount of initial costs such as building an effective approach, AVM does exactly that on a regular basis. The means of which the organization communicates and does business is through creating and strengthening bonds with external supporters. Therefore, the long term benefits seem to be much higher than what other options can offer.

**College** | Score: 461
The Mecca of young adults, colleges suggest moderate amount of fundraising for little amount of effort and initial cost, at the same time yield a large amount of awareness. College organizations such as clubs and Greek societies are constantly looking to support meaningful causes in order to satisfy their community service requirements as well as the betterment of the organization in general. For instance, reaching out to an active member of a club or fraternity/sorority can lead to the viral expansion of awareness and support of hundreds of other people associated with these groups.
Q5 |  

How Do We Assure Safe Arrival  
Strategizing for Implementation
Question 5: How do we assure safe arrival?

Question 5 details the exact methods for implementing the tactics chosen in Question 4 as sets of action plans. These action plans also have designated performance standards and the control procedure that includes contingency plans.

**Tactics for successful merchandise sales**

In order to successfully launch merchandising business, AVM will need to develop new products, promote products, and expend market.

The first step in this marketing campaign is to develop new products that the foundation has the ability to sell. There are three basic factors that the foundation needs to consider when developing a new product. First, the foundation will need to focus on products that are of low cost and are not difficult to design like an AVM t-shirt or coffee mug. Secondly and also most importantly, AVM needs to make sure all the products they sell have AVM’s logo or mission statements on them, so that AVM raises brand awareness every time a product is sold.

The second step to successful merchandising is to research the manufacturers and contact the manufacturers. Similar to other merchandising business, in this step, AVM foundation will need to contact multiple manufacturers and select the one which has the lowest cost among all the manufacturers. However, the AVM foundation will also need to take into account the quality of the products when comparing the manufacturers.
The final step to successful merchandising is to make an agreement with the selected manufacturer for purchasing. If possible, AVM should also build a long-term relationship with the manufacturer, so that the manufacturer will consider AVM as a value customer, and may even reduce the price to retain the foundation.

The cost incurred in merchandising business solely depends on the types of product the foundation would like to offer and the amount of inventory the foundation would like to keep. This could range from a few hundred dollars to a few thousand dollars. For instance, AVM has invested $400 for 200 units of wristbands.
Variables, Performance Standard, and Control Strategy

Product Diversification

Product Diversification: One of the main strategies that AVM can utilize to raise the revenue through merchandising is to offer multiple different type of products.

Performance Standard: AVM should be selling three different types of product by January, 2011.

Control Strategy:

If AVM is selling more than three different types of product, the foundation is in a good position in term of product diversification.

If AVM is selling less than three different types of product, the foundation should develop a new product which has a strong sales potential, then release the product.

Sales

Sales: Sales is one of the most important variables AVM should be focused on since the foundation will face a big loss if the products are not being sold.

Performance Standard: The foundation must have made revenue of $3,000 by January, 2011.
Control Strategy:

If the sale revenue exceeds the expected target of $3,000, AVM should expend the sales in two ways. One way to expend the sales is to identify which product or products are exceptionally selling well, then expand the sales by keeping more of these products as well as offering these top selling products with multiple design. The second way to expand the sales is through developing new products that the foundation believes have strong sales potential.

If the sales revenue is less than the expected target of $3,000, the foundation needs to identify which product is not performing as expected. Then, the foundation should try to identify why the product is not selling well and find ways to improve the product. If the foundation cannot identify ways to improve the product, the foundation should reduce the inventory of that product or discontinue the product.

Quality

Quality: Quality of product is another important factor since it could hurt the foundation’s image as well as reduce the foundation’s revenue.

Performance Standard: The quality of the product must not reflect poorly.

Control Strategy:

If there is no quality problem with the products, the foundation should keep everything in the way they are.

If the product quality is very poor, the foundation should talk to the manufacture about the issues and find ways to improve it. If the manufacturer does not cooperate with the foundation, the foundation should switch to a different manufacturer.
Style

Style: Style of a product is its look and feel. This encompasses the words and graphics that appear on the merchandise.

Performance Standard: The merchandise sold by AVM should have broad appeal. They will be purchased by all age groups supporting the foundation and should appeal to all equally.

Control Strategy:

If merchandise is only receptive to one demographic or age group the foundation should consider introducing another design of the merchandise, for instance multiple t-shirt designs, in order to capture the largest audience.

If the merchandise the foundation is selling is well accepted by all, the foundation should continue to take advantage of that in order to raise more revenue for the foundation.

ROI

Return on Investment (ROI): ROI measures how much profit the foundation made by selling products to consumers.

Performance Standard: The product should be able to be sold at the price which is at least twice the purchase price.

\[
ROI = \frac{Selling\ Price - Purchased\ Price}{Purchased\ Price} \times 100\%
\]
Control Strategy:

If the ROI of all products is 200% or more, the foundation should continue the product.

If the ROI of one or more product is less than 200%, the foundation will need to identify the product which is not meeting the performance standard. Then, the foundation will have to reanalyze the product which is not meeting the performance standard, and consider if the foundation should still continue to offer that specific product or products.
### Merchandising Action Plan

#### 2010 to 2011 and Beyond

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<tr>
<th>Month</th>
<th>Task</th>
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<tbody>
<tr>
<td>September</td>
<td>Planning and Design</td>
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<tr>
<td>October</td>
<td>Purchase/Ordering</td>
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<tr>
<td>November</td>
<td>Product Placement</td>
</tr>
<tr>
<td>December</td>
<td>Continuation</td>
</tr>
</tbody>
</table>

#### August 20th - September 30th 2010

**Anthony V. Mannino Foundation Inc.**

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1.</td>
<td>Identify a list of products that the foundation wishes to sell like t-shirts, coffee mugs, wrist bands, and baseball caps.</td>
</tr>
<tr>
<td>Step 2.</td>
<td>Design product’s graphics and slogans. Backs of t-shirts can be used to list the sponsors to the foundation.</td>
</tr>
</tbody>
</table>

#### October 1st - 31st 2010

**Anthony V. Mannino Foundation Inc.**

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 3.</td>
<td>Identify manufactures, like cafepress.com, to actually create the AVM foundation Inc merchandise.</td>
</tr>
<tr>
<td>Step 4.</td>
<td>Place Order for merchandise.</td>
</tr>
<tr>
<td>Step 5.</td>
<td>The foundation should order the minimum amount of merchandise required by the manufacture until it knows whether or not the product will be a successful seller to the foundation and will realize a return on investment.</td>
</tr>
</tbody>
</table>
### November 1st - 30th 2010

**Anthony V. Mannino Foundation Inc.**

#### Product Placement

<table>
<thead>
<tr>
<th>Step 6.</th>
<th>Identify places, like events, local businesses or college campuses, where the merchandise can be sold. The Foundation should also sell its merchandise at its own events and at other events and festivals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 7.</td>
<td>Approach businesses and have AVM merchandise sold and promoted there.</td>
</tr>
</tbody>
</table>

### December 1st - 31st 2010 and Beyond

**Anthony V. Mannino Foundation Inc.**

#### Continuation

<table>
<thead>
<tr>
<th>Step 8.</th>
<th>Evaluate product success and return on investment.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 9.</td>
<td>Continue to sell AVM merchandise into the future and alter products over time to maintain newness, like a different AVM t-shirt every year introduced at the keynote event.</td>
</tr>
</tbody>
</table>


**Tactics for Securing Corporate Sponsorship**

In order to elicit corporate sponsorship AVM needs to build and maintain a relationship with the corporation it wishes to be sponsored by. AVM needs to sell itself to the company. In the current state of the economy getting corporate sponsorship will be more difficult to secure and will take more work since businesses are focused on maintaining their bottom line but the consultant team feels that this challenge can be overcome by the foundation’s compelling story and vision.

The first step in this marketing initiative is to create a list of businesses that the foundation wishes to pursue a relationship with. At this point in AVM’s development these companies will be centered in the western New York region. The consultant team suggests that the foundation first work on business that align with Anthony’s interests and branch out from there to more companies for sponsorship. The consultant team has assembled a possible list of corporate sponsors that align with Anthony’s interests or Life. These are Volkswagen, either the company or a local dealership, Anthony’s Tai Kwon Do studio, P. F. Chang’s Chinese food restaurant chain and more generally Italian or Asian restaurants, either individual or chains.
The second step in securing corporate sponsorship is to contact the organization and begin to build a relationship with them. The consultant team feels that the best method for this is a face to face meeting between Cindy and Tony Mannino and the company/business. If that is not possible for whatever reason, print or electronic communication will also be an effect way of initiating a relationship. In this meeting the Mannino’s can explain Anthony’s story, how the foundation got started, and their dream of helping others in Anthony’s situation and the creation of the oncology center for young adult care. AVM has such a powerful and sincere story that their genuine delivery will be able to convince and woo corporations to sponsor the AVM. Their story is extremely emotional and moving which, in telling to others, builds a strong relationship with them. In this first meeting the consultant team feels that it is best that the first part of the conversation be about Anthony’s story and the Foundation rather that talk about sponsorship and donations.

The third step to securing corporate sponsorship is to simply nurture the relationship and ask for assistance. The consultant team expects that business, after hear the foundation’s story, will be compelled to support the organization. It should be noted that the larger the corporate sponsor, the longer the relationship building process will take, in the consultant team’s opinion. After the foundation tells their story they need to also mention the benefits to the company for sponsoring them. This can but is not limited to taking the form of advertising on the website in a side banner, mentioning their generous contribution in the monthly newsletter and mentioning there sponsorship at events. AVM can also put the logo of its corporate sponsors and donors on the merchandise, like the back of a t-shirt, to further advertise the company and their generous support of AVM. After this step the company will either become a sponsor or not. If the company chooses to not sponsor the organization, move on to working on other companies.
The fourth step is to maintain relationships with corporate sponsors to turn a possible one time donation into periodical support and continued sponsorship of the organization. In order to do this AVM need to maintain the relationship it has built to create a sustainable partnership with its sponsors.

The fifth and final step is, once the foundation has gained one time and sustainable corporate sponsorship, to repeat the process and to increase the number of sponsors that support the organization. In addition the foundation can work on increasing the level of support given by current corporate sponsors.

The cost involved in attaining and sustaining corporate sponsorship depends upon the organization AVM is trying get sponsorship from. This could be as little as the fuel costs to drive and meet the client and have lunch with them at a restaurant to as high as a plane flight and hotel costs to go and meet a long distance client or headquarters of a company. In all likelihood the higher costs to build the relationship with the client, to a reasonable point of $800 to 1000 maximum, the higher the potential donation will be especially if the foundation communicates to the company that the foundation is expending money in order to meet and build a relationship with the corporation.
Variables, Performance Standards and Control Measures for implementation of a Corporate Sponsorship Marketing Strategy

Number of Companies:

This variable represents the number of new corporate sponsors that AVM receives donations from.

Performance Standard:

The consultant team feels that a reasonable performance standard for AVM is to have 5 new corporate sponsors make donations to the foundation by January 1st, 2011.

Control Measures:

If the foundation is on a path where it is going to fail to meet the five new company performance standard, the consultant team feels that AVM can recover and meet the performance standard by approaching more companies to try and elicit donations. If the foundation has been investing a significant amount of time on large donating companies, it may be useful to approach smaller businesses that may yield smaller, more easily attained donations than to focus large amounts of time on few companies.

If the foundation finds itself in a situation where it has exceeded its recommended performance standard, the consultant team’s suggested course of action is the same. If AVM has secured five new corporate sponsors it should work on sustain and nurturing those relationships and at the same time seek to gain more corporate sponsors. It, to some degree, can use some of the new donation revenue gained from those sponsors to be used to build relationships with bigger companies or businesses that are farther away. This provides the potential to increase the revenue of the organization as well as the geographic reach of AVM’s message.
Location:

Location is the variable that simply put, measures where the company is in relation to AVM and where it does business.

Performance Standard:

The performance standard for location is for AVM to attract corporate sponsors in the Western New York region. As the organization grows in funding and awareness it will expand to looking for corporate sponsorship into more areas of New York State and the Northeast.

Control Measures:

If AVM find itself in a situation where the costs of gaining new corporate sponsorship in a larger region outweighs the potential revenue benefits, the foundation should slow its expansion into new areas until it is large enough to realize a funding benefit from the expansion in corporate sponsorship. In short the foundation will have to slow down and focus on gaining corporate sponsorship in its current area.

If the foundation is experiencing success in gaining corporate sponsorship in expanding regions the foundation should seek to gain more corporate sponsorship in that region as well as begin to expand into more regions.
Support Potential:

Support potential is the possible amount of donations that can be expected to be received by a particular company. In general the larger the business, the larger their donation to the organization, in the consultant teams opinion.

Performance Standard:

The performance standard for this variable is case dependent. In general the foundation should expect 50 to 500 dollars on average from local and small businesses and from larger businesses they should expect $500 and up.

Control Measures:

If the foundation has been sponsored by new companies that are not generating a respectable amount of donations, the foundation should not focus as strongly on continuing a relationship with that client and can concentrate on gaining new clients or sustaining current ones. This is by no means to say that the consultant team is suggesting that AVM not be grateful for all donations to receive but that time and funds are limited resources that need to be utilized in the most effective way to maximize the foundations potential for growth.

If the foundation finds itself in a situation where it has created relationships with companies that are giving significant donations to the organization, AVM should seek to sustain these relationships and work to continue them and to receive more sponsorship from them. The consultant team defines these sponsors as those who give more than $500 in one donation to the organization.
Support Duration:

Support Duration is the variable that measures the length of the time that a corporation or business will sponsor the foundation.

Performance Standard:

This performance standard should be measured on a case by case basis that needs to be evaluated by the foundation. In some cases support will be a onetime donation and other times it will be a periodic or annual donation. In the consultant team’s opinion the depth of the relationship and connection created between the corporation and the foundation will be an important factor in determining the length the sponsorship. The goal is to have corporations and local businesses be compelled to donate to help the foundation.

Control Measures:

If the foundation finds that repeated support is proving difficult to attain, the foundation should work to reconnect with previous sponsors in order to re-solidify the relationship between AVM and the business. The foundation may also need to alter its approach by either emphasizing the advertising benefits the company will receive by sponsoring or the foundation may have to put greater emphasis on either their focus or their vision of the center in order to convince businesses to sponsor the foundation.

If the foundation finds that it has secured several repeat sponsors, regardless of level of sponsorship, the foundation should work to nurture and continue the relationship into the future. At the same time, the foundation should work to turn other onetime sponsors into repeat sponsors.
Tactic: Corporate Sponsorship

Variables:
- Number of Companies
- Location
- Support Potential
- Support Duration

Performance Standard:
- Get Sponsored by 5 new businesses by 2011
- Western NY and expand from there
- Depends upon the size of the business
- Case Dependent but repeated support is ideal
# Corporate Sponsorship Action Plan

## August 20th - September 30th 2010

**Step 1.** Assemble a list of potential businesses that align with Anthony’s interests or the foundation considers to be potential sponsors of the foundation.

**Step 2.** Get contact information for the business and establish initial phone or email contact in order to set up a face to face meeting with potential sponsor.

## October 1st - 31st 2010

**Step 3.** Meet with potential sponsors in a face to face meeting. Tell the sponsors the story of how the foundation came to being, what it does, why it is important and unique and what its long term goals are.

**Step 4.** Ask for support and sponsorship. Inform them of the benefits in sponsoring the foundation like promotion and advertising of their sponsorship by the organization.

**Step 5.** Continue to search for new business to establish a relationships and sponsorship with. The search for sponsorship will be a continuous process of the organization into the future.

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### 2010 to 2011 and Beyond

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<thead>
<tr>
<th>Month</th>
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<tbody>
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<td>September</td>
<td>Identify and Contact</td>
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<tr>
<td>October</td>
<td>Build Relationships</td>
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<tr>
<td>November</td>
<td>Secure Sponsorship</td>
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<tr>
<td>December</td>
<td>Recognition and Continuation</td>
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</tbody>
</table>
**November 1st - 30th 2010**

**Anthony V. Mannino Foundation Inc.**

### Secure Sponsorship

<table>
<thead>
<tr>
<th>Step 6.</th>
<th>Follow up on relationships that have been established with potential sponsors. Receive corporate sponsorship from business moved to contribute.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 7.</td>
<td>Continue to search for new business to establish a relationships and sponsorship with. The search for sponsorship will be a continuous process of the organization into the future. Meet with new potential sponsors to tell them the Foundation’s story.</td>
</tr>
</tbody>
</table>

**December 1st - 31st 2010 and Beyond**

**Anthony V. Mannino Foundation Inc.**

### Recognition and Continuation

<table>
<thead>
<tr>
<th>Step 8.</th>
<th>Advertise the generosity of sponsors on merchandise, at events and in the newsletter. Continue the relationship with the sponsors by inviting them to events, giving them merchandise and sending them the newsletter.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 9.</td>
<td>Into the future, 2010 and beyond. Continue relationship with current sponsors in the hope to translate that into repeated sponsorship. In general this process can be continuously repeated to increase sponsorship as the foundation grows in both size and geography.</td>
</tr>
</tbody>
</table>
Tactics for Securing a Presence at Colleges and Universities

To attain and maintain affiliations with fraternities, sororities, and other campus groups, AVM should make a concerted effort to communicate with the leaders of said groups, and clearly present their organization and its mission. AVM is an extremely worthwhile charity, and the foundation should be honest about this strength.

Step 1: Identify potential schools by geography, other factors

Located in the Buffalo area, AVM is well-positioned to approach a number of colleges and universities in western New York. Additionally, the foundation should consider the size of potential schools, in terms of the number of students and number of potential affiliating groups. A simple approach could involve an examination of the number of students involved in fraternities and sororities at each given school. Obtaining this data could involve a web search or phone calls to the administrations of these schools. The more students are involved in fraternities or other groups, the better the foundation’s chances are for securing beneficial relationships.

Step 2: Identify potential groups at said schools

This step involves developing a broad list of groups at the chosen schools that have any potential whatsoever for affiliation and benefit for AVM. Examining college/university websites is likely the best method for obtaining this data.
Step 3: Choose which groups to pursue, based on some criteria, such as large size, looking for service opportunities, align with AVM.

The foundation should carefully examine the potential of campus groups and attempt to identify the best ones to approach. The ideal group would have a high number of members, have high service requirements for its members, and be actively looking for charities to work with. Additionally, the foundation may choose to focus their search on groups that align with the mission and values of the foundation. Finally, secure contact information for these groups.

Step 4: Make contact with chosen groups, with an up-front, honest approach that emphasizes the genuine mission of AVM.

The consulting team views AVM as one that is extremely deserving of the time, attention, and support of any college group looking for service opportunities. With this in mind, the team recommends a simple, straightforward approach to meeting with the leaders of these groups, with a clear declaration of the foundation's history, goals, and needs. The foundation exists to help those in need, and college organizations will be more than happy to assist with this goal.

Step 5: Perform any required follow-up to ensure affiliations

The foundation should be diligent in performing any required paperwork, follow-ups, or other tasks to secure relationships with the desired groups.

Step 6: Observes adherence to performance standards, take appropriate actions

The consulting team has isolated five variables for measuring the success of relationships with college groups. Monitoring the success of these relationships is essential to achieving real benefits. The following performance standards present a barometer of success for each variable. The subsequent control measures provide contingency plans that detail the recommended action(s) given the current state of each variable.
Number of Schools:

This variable is important, as the foundation having a presence at multiple schools guarantees a wider audience for raising awareness for the foundation. The consulting team recommends that only schools with 3,000 students or more be considered, as any schools smaller than this would not likely have as much potential for fundraising and awareness-raising activities.

Performance Standard: AVM will have secured affiliations with groups or clubs on three separate campuses by January of 2011.

Control Measures: If AVM meets this standard, the foundation should continue to seek expansion to more local colleges and universities. If the foundation is struggling to meet this standard, a new set of tactics and approaches may help it gain a foothold in new schools.

Number of affiliated groups/clubs:

The more groups and clubs the foundation is able to affiliate itself with, the greater the potential for fundraising and awareness-raising. Aside from the obvious benefits of affiliation, there is an opportunity for viral growth. As each student has friends, family, and generally a large social network, the foundation can encourage students to “spread the word” about the foundation and its mission.

Performance Standard: AVM will become involved with at least two campus clubs or groups per year.

Control Measures: If enough club support has been secured, the foundation should generally allow the clubs to “do their thing”, yet may choose to introduce and encourage a volunteer program to raise awareness for the foundation. If the foundation is struggling to meet this standard, they could expand their search, approach new groups, or approach the same groups in a different way.
Fraternity/Sorority Involvement:

Fraternities and Sororities are likely the best campus groups to approach due to their focus on community service. Affiliating with a number of these groups and getting them to play an active part in raising awareness for AVM is a key component to success in this arena.

Performance Standard: Fraternities and Sororities affiliated with AVM will hold, on average, one on-campus event per semester to raise funds and awareness for the foundation.

Control Measures: If AVM has successfully chosen fraternities and sororities that meet the performance standard, the foundation should encourage a continuation of the events, and suggest spreading this support to other chapters of the fraternity/sorority as these groups will have proven themselves to be valuable affiliates. If few events are occurring, the foundation should try to encourage the existing affiliate groups to hold more events. If this is not successful, the foundation should begin looking for other fraternities and sororities that are more inclined to take an active role in the promotion of the foundation.

Media Exposure on Campus:

On-campus media exposure is the quickest and easiest way to display the foundation’s message to a large number of students. By utilizing low-cost forms of advertising, affiliate student groups can easily spread the word about volunteer opportunities, fundraisers, or other on-campus events. The consulting team recommends on-campus newspapers as the primary distribution method.
Performance Standard: AVM will present a minimum of two advertisements/announcements in campus newspapers per semester.

Control Measures: If there is success in matching this standard, the foundation can attempt to measure the effect of the advertisements by observing changes in awareness (number of hits on their website, Facebook page, etc) and change the style of advertising if it is deemed relatively ineffective. (If deemed effective, no changes would be necessary) If the foundation is having trouble placing ads in the newspapers, there are a few options. The foundation could approach different newspapers, look into the possibility of a poster campaign around the campuses, or ask their affiliate groups for assistance in this endeavor.
# 2010 to 2011 and Beyond

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<tr>
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<th>Stage</th>
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## August 20\textsuperscript{th} - September 30\textsuperscript{th} 2010

**Anthony V. Mannino Foundation Inc.**

### Identification Stage

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<tr>
<th>Step</th>
<th>Description</th>
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<tbody>
<tr>
<td>1.</td>
<td>Identify potential schools by geography (Buffalo area), size (population &gt;3,000), number of potential groups</td>
</tr>
<tr>
<td>2.</td>
<td>Generate a list of groups and clubs at the potential schools that are deemed possible affiliates for AVM, using school websites or other methods</td>
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</tbody>
</table>

## October 1\textsuperscript{st} - 31\textsuperscript{st} 2010

**Anthony V. Mannino Foundation Inc.**

### Decision and Action Stage

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
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<tbody>
<tr>
<td>3.</td>
<td>Choose which groups to pursue. The ideal group is actively looking for service opportunities, has a large number of members, and is easily approachable. Next, secure contact information for these groups</td>
</tr>
<tr>
<td>4.</td>
<td>Meet with chosen groups with a presentation that clearly describes the AVM foundation, inc., its mission, and needs. Groups will likely jump at the chance to help</td>
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</table>
### November 1st - 30th 2010

**Anthony V. Mannino Foundation Inc.**

<table>
<thead>
<tr>
<th>Follow-up Stage</th>
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<tbody>
<tr>
<td><strong>Step 5.</strong> Perform any necessary follow-up activities to ensure affiliation with the desired groups.</td>
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</tbody>
</table>

### December 1st - 31st 2010 and beyond

**Anthony V. Mannino Foundation Inc.**

<table>
<thead>
<tr>
<th>Observation Stage</th>
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</thead>
<tbody>
<tr>
<td><strong>Step 6.</strong> Observes adherence to performance standards, take appropriate actions (if any) when standards are/are not met.</td>
</tr>
</tbody>
</table>
Secondary Objective: Social Media Strategies

Outline: secondary objective of awareness and the company's need for social media stuff in detail, suggest that this issue be tackled specifically as an Internet marketing project,

Secondary S.M.A.R.T. objective: AVM will achieve awareness through the enhancement of the current AVM website and through the utilization of social media channels, by obtaining 3000 unique page views combined, across social networking channels YouTube (1500), WordPress (750), and Facebook (750) by January 1\textsuperscript{st}, 2011.

While the nature of quantifying awareness is difficult the AVM Consultancy team has identified the quantification of “awareness” as maximizing The foundation’s exposure through online channels. It is the belief of the AVM Consultancy team that the identified channels of YouTube, WordPress, and Facebook have the ability to accurately communicate and extend the vision of AVM. In identifying a social media campaign, as an objective the AVM team believes that young adult cancer patients have the ability to be engaged in a personalized manner. In this type of engagement the desired outcome is the ability to adopt young adults both cancer patients and otherwise into the AVM family.
Levels Model

Social media introduction

  Grabs viewer attention and increases exposure

Leads to engagement on a routine basis

  Through the subscription AVM social channels and thus the Foundation, adopts brand identity and loyalty

The continuous engagement of subscribers leads to support and awareness of AVM and the chance to maximize social capital and potential fundraising initiatives or the adoption of AVM.
YouTube

The AVM team has identified the free social networking and video sharing website Youtube as one of the largest core components of the social media campaign. The AVM team wishes to utilize testimonials of those who have benefited from The AVM direct partnership and services in their attempts to help fight cancer. The AVM team believes that the genuine and personal nature of AVM Founders Cindy and Tony Mannino can be showcased through media as an effective tool to translate the vision of AVM to others. Youtube may be used as a strategic tool to draw more attention to the foundation and keep an audience regularly informed, educated, and engaged. The AVM team has identified the higher view criteria of 1500 views by January 1, 2011 in part because we feel this is the most effective tool to capture attention and identify with the core mission and foundation of AVM. This plan will call for the creation of the AVM Youtube channel with an aim to keep an open and active source for Internet users to find and subscribe to.

WordPress

WordPress is a free blog publication service that can be utilized to post personalized and stylized online articles with media content. As of August 18th, 2010 Wordpress reports that 283,621 “bloggers” are utilizing the site. The AVM team has identified this channel within the social media campaign because we believe it has a key ability to raise awareness. The AVM team believes that this blogging tool can become an extension of the monthly newsletter that AVM is currently facilitates. In additional to being a source of information and education about the foundation WordPress can also function with highlighting the cancer patients they are partnering with. The publication tool allows enables users to subscribe and to post there feedback thus creating a more interactive and engaging tool. The AVM team has identified the SMART objective of 750 unique views on this page by Januray 1st, 2011.
**Facebook**

Facebook: The AVM team wishes to draw specific attention to the AVM Facebook page, which has already been created prior to this Marketing Plan. The AVM recommends the enhancement of the Facebook page through the implementation of more media including videos and photos and an active effort to engage “fans” or “likes” in dialogue. The AVM team believes Facebook offers the most comprehensive ability to organize an online social media community and to be a constant informer of AVM current events, efforts, and initiatives and has identified the SMART objective of 750 additional views/"likes” by January 1\textsuperscript{st}, 2011.

It is the recommendation of the AVM team that the Facebook page becomes the lead connection point for questions and dialogue. Routine statues updates and cross marketing of the page utilizing “tags” will allow the AVM page and Anthony’s story to gain more recognition and awareness. The AVM team also recommends that the monthly email newsletter be incorporated into the Facebook page. Finally, the AVM team wants to draw attention to the fact that the Facebook page has the ability to connect both Youtube and Wordpress and in this manner becomes a cross-promotional tool. In posting updates and links, the Facebook page can become a central hub of access to both the AVM Youtube channel and Wordpress and raise awareness of the AVM Foundation in doing so.
Google Analytics/SEO/SEM

It is the recommendation of the AVM team that the foundation incorporates online analysis tools including the incorporation of Google Analytics to analyze the growth of the Foundations’ website and social media presence. Google Analytics is a free internet tool that will allow for the tracking of visitors all relevant online channels of The AVM Foundation, in doing so this software tool can allow for the ability to build internal awareness of where we are reaching and whom we are reaching. An additional component to utilizing this online tool is the ability to create Search Engine Optimization (or SEO.) SEO is a un-paid strategic process to improve the visibility of your foundation across search engines on the Internet (Google, Yahoo, Bing, etc.) The importance of identifying AVM keywords and incorporate them in an SEO strategy may grow awareness and bring users to AVM based sites. Some basic examples of key words may be, “young adult cancer,” or “cancer help for youth.”

An additional component to consider involves utilizing SEM or “Search Engine Marketing” which involves paid advertising on search engines to increase The AVM Foundation’s exposure and to build awareness.

Website Enhancement

The AVM team wishes to identify the importance of enhancing the current website for the foundation in an effort to move the page to a more active and dialogue generating website. The AVM team feels that the page is currently too “static” and does not demonstrate declared objects by AVM to offer immediate help and assistance to young adult cancer patients and survivors. The AVM team recommends a new highly visible section on the homepage that allows for cancer patients to “Get Help Now!” or “Need AVM’s Help?” This page is suggested to be a clear and concise resource to get in touch with the AVM Foundation immediately and will declare how the foundation is capable of benefiting the young adult cancer survivor.
The Anthony V. Mannino Foundation Inc. recommends the utilization of live chat which may include video chat during scheduled hours as a tool that can be utilized to immediately engage the prospective young adult who is seeking assistance. In addition the AVM Foundation identifies the live chat option as relating to the core value of AVM to focus on the personal and direct communication with the young adult cancer patient who is seeking help. Additionally, the website should incorporate a Question and Answer section for parents of young adults who would like to know more about the foundation. The AVM team strongly recommends direct links to AVM social networking pages to continue cross-promotional strategy and desires to see the YouTube, Wordpress, and Facebook pages directly incorporated into the website.

The consultant team recommends that the AVM Foundation either recruits a volunteer into the organization or hires a service that can run the social media and website services for the foundation. It is possible that the service will donate their time and resources if they become sponsors of the organization. There are RIT students that can be approached to runs these services. Possible consulting services for social media are Socialize Your Cause, socializeyourcause.org or Wildfire, wildfireapp.com. There are several professors here at the Saunder’s College of Business at RIT that teach internet marketing courses that use real organizations as projects.

The consultant team is recommending that AVM contact Neil Hair, Ph.D., Chartered Marketer and Assistant Professor of Marketing (email: neilhair@hotmail.com, telephone: 585-475-6322), and that AVM be one of the organizations that a future class works with in order to specifically create an internet marketing and social media campaign for the organization. In order to be considered for an Internet Marketing class project at R.I.T, AVM must contact Neil Hair and nominate themselves. The team recommends this to fully explore the secondary objective and social media campaign.
# Social Media Action Plan

## August 20th - September 30th 2010

### Infrastructure Creation

<table>
<thead>
<tr>
<th>Step 1</th>
<th>Obtain a service or recruit a person into the foundation that can perform these services. Redesign the AVM website from an information source to a service source. Include large icons for giving to the foundation and requesting help from the foundation. Add links to sponsor’s websites and host advertisements within the website. Include links to the foundation’s other social media sites.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Step 2</th>
<th>Create a robust AVM Social Media Infrastructure through the use of Facebook, Twitter, Wordpress and Youtube. In addition utilize search engine optimization techniques so that the AVM Foundation Inc comes up on searches related to cancer and adolescents.</th>
</tr>
</thead>
</table>

## October 1st - 31st 2010

### Content Creation

<table>
<thead>
<tr>
<th>Step 3</th>
<th>Write and Record the content for the various social media sites and post it to the sites.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Step 4</th>
<th>Continue to expand into other social media sites to build awareness.</th>
</tr>
</thead>
</table>
### November 1<sup>st</sup> - 30<sup>th</sup> 2010

**Updates**

**Step 5.** Repeatedly update the content on the social media sites so that it keeps people’s attention.

**Step 6.** Evaluate whether or not the performance standards will be met for social media implementation.

### December 1<sup>st</sup> - 31<sup>st</sup> 2010 and Beyond

**Evaluation**

**Step 7.** Measure whether performance standard has been achieved by the social media strategy.

**Step 8.** Continue to update content in order to build awareness for the foundation into the future.
Conclusion

AVM in the Future
Conclusion:

In conclusion, if the AVM implements the strategies and tactics detailed by the consultant team which include the use of merchandise, corporate sponsorship and college fundraising, the foundation will increase its revenue and awareness. This will grow the foundation and put it on the path to its long term goal of having the Anthony V. Mannino Oncology Center for young adult treatment. After implementation of the strategy the organization will change. The McKinsey 7S analysis can be used to evaluate the change that will take place in AVM by describing the future of the organization.

Staff: As the foundation grows in size, so will the number of members of the foundation. The board will have increased with people having specialized roles and responsibilities so that the increasing amount of fundraising and awareness functions by the organization can be performed efficiently and effectively without over-taxing any individual member of the organization.

Style: The foundation will continue to retain its style of being passionately driven and whole heartedly committed to their cause to helping young adults with cancer. This strength will not change with the size of the organization.

Structure: The board will continue to do the work of the foundation with Cindy Mannino as President. The only change will be that the board will no longer be just four people. It will have to increase in size eventually to accommodate the growing size of the organization.
Systems: AVM will have a better equipped media arsenal to in order fundraise and spread awareness. Through newsletter, updated website and social media, the foundation will be better able to grow and expand into the future.

Strategy: In addition to events, AVM will now utilize a variety of marketing tactics to increase foundation awareness and to raise money to increase the work of the foundation.

Skills: AVM will have the strategies and tactics to elicit corporate sponsorship, create and sell merchandising and promote itself to the college population through implementation of the consultant team’s marketing plan.

Shared Values: AVM aligns with the vision to build awareness around the story of Antony Mannino to help other young adults who are in the same situation as him. This core mission is inalienable from the perceptive of the AVM. In addition, AVM believes in identify unmet needs of young cancer patients and identify means to support them. These shared values are the bedrock of the organization and will never change. This gives the foundation strength and longevity.

This is the picture of the new Anthony V. Mannino Foundation Inc. that the foundation and the consultant team have envisioned through the implementation of this comprehensive marketing strategy.
**Glossary**

1. **Unique Selling Proposition** – A concise statement that details the differentiation of products and services from other competitors
2. **80/20 rule** – rule that states 80 percent of a company’s profits will come from only 20% of its customers
3. **Shopping cart** – a basket of all possible options, regardless of feasibility
4. **STP** – Segmentation is splitting the market based on differentiating factors. Targeting is selecting a specific segment to cater to. Positioning is how a company presents itself to its target segment.
Appendix A

Screenshots of AVM sites and Competitors
Anthony V. Mannino Foundation
Supporting Young Adults in Their Fight Against Cancer

Home

We welcome you to the Anthony V. Mannino Foundation website!

This website has been created in honor of our son, Anthony V. Mannino, who passed away on March 8, 2009 from Esophageal cancer. There are many parts to this website. Our hope is that as you view each section, you will come to know our Son, our Hero, and you will gain any information that may be helpful to you.

Anthony was just 3 month’s shy of his 20th birthday when he was diagnosed with Esophageal Cancer. Stage IV. He battled this Cancer for 22 months, beating the original diagnosis of 6 to 12 months. It is with our deep sorrow that Anthony succumbed to this disease on March 8th, 2009, at 10:12 pm. In that long battle, he fought it bravely with dignity and compassion. As we look back on those 22 months, we’ve come to cherish and learn from them as well. It was not uncommon for Anthony to comfort and encourage others... young and old, in and out of treatment centers, while undergoing his own treatment. It is in that same spirit of Compassion, Hope, and Courage that we carry on his fight in his name through his Cancer Foundation.
I’m too young for this! cancer foundation

I’m too young for this!

12y exists to ensure that every young adult affected by cancer is given access to the best age-appropriate support they are entitled to in order to get busy living at every stage of their survivorship.

So here’s the deal—There are actually tons of awesome support services out there with programs just for young adults and we're going to tell you about them because no one else does—not your doctor, your hospital...not even the mighty internet. Why? We don't know. Frankly, we don't care. (It's not their fault, we suppose. Besides, who has the time to search? You've got cancer!)

We don't want you missing out on an incredible wealth of free stuff like online and offline social networking events, adventure retreats, chat rooms, forums and blogs, camping excursions, fertility advocacy, peer counseling, scholarships, financial aid, happy hours and more! (Basically, all the things you never knew you always wanted.) What's more, most of the groups who provide these services were founded by young adult survivors like you so they know what they're doing and can totally relate to what you're going through! So stop searching and start connecting with thousands of others just like you.
Appendix B

AVM Fundraising Event Satisfaction Survey for Attendees

Help us improve our future events

Respondent Name ________________________

In following questions please check on the box which is most appropriate for you

1. Is this your first time attending an AVM Foundation fundraising event?
   - YES
   - NO

   a. If YES, How did you learn about this event?
      - Website
      - Word of Mouth
      - Advertising

   b. If no, how many AVM events have you attended?
      - 1-2
      - 3-5
      - 5+

2. Overall, how would you rate this event?
   - Excellent
   - Good
   - Fair
   - Poor
   - Very Poor

3. How would you rate the food at this event?
   - Excellent
   - Good
   - Fair
   - Poor
   - Very Poor
4. What food would you like to see at the next event?

☐ ☐ ☐ ☐ ☐ ☐

5. How would you rate the entertainment at this event?

Excellent Good Fair Poor Very Poor

☐ ☐ ☐ ☐ ☐

6. What kinds of entertainment would you like to see at the next AVM fundraiser?

☐ ☐ ☐ ☐ ☐ ☐

7. Would you recommend this event to a friend?

YES NO

☐ ☐

8. Would you like to be kept in touch about future AVM events and fundraisers?

YES NO

☐ ☐

a. If YES, please provide your “contact email” below

E-mail ______________________________
9. How important was AVM’s mission in your decision to attend this fundraiser?

For the following questions, check on the score which is the most appropriate for you ( "1" represents “the lowest possible rating” and “5” represents “the highest possible rating”)

10. What age group are you?

11. What is your gender?

12. Are you or do you have children that are 18-26 years old?

13. Would you like to see AVM put on more events in the future?
14. How likely are you to come to future AVM fundraising events?

   5   4   3   2   1
   □   □   □   □   □

15. Was the event positive and inviting?

   5   4   3   2   1
   □   □   □   □   □

16. Why did you attend the event?

   _______________________________________________________________
   _______________________________________________________________
   _______________________________________________________________

17. Any suggestion/comments for improvement?

   _______________________________________________________________
   _______________________________________________________________
   _______________________________________________________________

THANK YOU SO MUCH