



CAPSTONE 2020 | GAFL 799-001 2020B

COMMITTEE OF SEVENTY MEMBERSHIP PROGRAM

MARKETING & COMMUNICATION PLAN

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EXECUTIVE SUMMARY

The Committee of Seventy (**C70**) is one of the most respected bipartisan organizations in the City of Philadelphia and the Commonwealth of Pennsylvania. C70 has a reputation of advocating for representative, ethical, and effective government in Philadelphia and the Commonwealth through citizen engagement and public policy advocacy.

C70 apart from advocating for voter rights and responsibilities, and free and fair elections, C70 also provides a host of benefits to its members. The benefits provided by C70 include quality content, events, and reports.

This report provides an action plan for C70 to undertake a marketing and communication campaign to promote its membership plan.

This marketing and communication plan discusses the following salient features:

- The report explains the business objectives of C70's membership plan. The business objectives of the membership plan is to grow, increase revenue, engage, and diversify outreach.
- The marketing objectives focus on, among other things, improving and consolidating C70's brand, increasing and diversifying, and social media traffic.
- This report emphasizes the importance of tracking and collecting data in relation to key performance indicators (**KPIs**). C70 while undertaking the campaign has to track and collect KPI data, in order to determine which campaigns are working and which need modification or elimination.
- The marketing and communication plan provides a SWOT analysis and Stakeholder audit of C70 to make sure the marketing and communication campaigns undertaken are robust and takes note of all facets of the organization and the membership plan into consideration.
- It is important to understand the primary and secondary audience for any communication plan. The communication campaign for primary audience will involve nuances different from the secondary audience.
- Furthermore, the report suggests that in order to create a robust messaging strategy, it is important that it includes a messaging timeline.
- Lastly, undertaking an evaluation of the marketing and communication campaign will be important to improve the membership program.

RESEARCH METHODOLOGY

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- The report is not an academic exercise.
- The report is primarily a business plan.
- The research mostly comprised of looking at best practices in relation to marketing and communications and using it to develop a customized marketing communication plan for C70.
- The report builds upon the previous work done by the students from Villanova Business School, who worked on a report to develop a membership program for C70.
- The report was finalized working with Lauren Cristella, Chief Advancement Officer, Committee of Seventy and Prof. Claire Robertson-Kraft, Founder and Director of ImpactED, Instructor, Fels Institute of Government, University of Pennsylvania.

INTRODUCTION

What is the Committee of Seventy?

The Committee of Seventy (**C70**) is a nonpartisan civic leadership organization that advances representative, ethical, and effective government in Philadelphia and Pennsylvania through citizen engagement and public policy advocacy.

Founded in 1904, C70 is one of the most trusted civic organizations in the region and has more than 115 years of experience in holding our government to account and informing voters of their rights and responsibilities.

C70 has been in the forefront of some of the most historic advocacy efforts from the creation of Philadelphia's Municipal Court in 1913 to the recent passage of Act 77 that amended the 1937 Election Code to include, among other things, the ability of any Pennsylvania voter to cast a ballot by mail and with a less restrictive deadline for submission, and a shorter voter registration deadline from 30 days before the election to 15 days.

What is the purpose of this marketing & communication plan? Why is it needed?

As mentioned above, C70 is a non-partisan organization and a non-profit tax-exempt organization. C70 does not represent any special interest and are driven by the Board of Directors and a dedicated staff. Individuals, corporate, and foundation grants form the core funding mechanism of C70.

In fall of 2019, C70 launched its first ever membership program. After years of interest in launching a membership program among the Board of Directors and individual fans of the organization in the community, C70 decided to pursue a paid membership program (**Membership Program**).

One of the primary reasons for pursuing the Membership Program was to further engage the thousands of readers of C70's newsletter and social media followers, apart from enhancing C70's ability to further their mission and diversify their revenue source.

Therefore, C70 would like to prepare a robust marketing and communication plan to strategically promote the Membership Program and diversify its reach, membership, and revenue.

MEMBERSHIP PROGRAM: CURRENT STATUS

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What are the benefits under C70's current membership program?

As mentioned earlier, C70 launched the Membership Program and currently has 109 members. According to the website the current membership model is in the table below.

Member Benefits *	Champion (\$250+)	Advocate (\$100)	Supporter (\$50)
Annual Lunch & Briefing with C70 CEO	x		
Special Access to Speakers & Events	x	x	
Quarterly Policy Briefing Conference Calls with C70 Policy Director Patrick Christmas	x	x	
Invitations to Members-only Experiences and Receptions	x	x	x
Advanced Notification & Sign-up for Events	x	x	x
Quarterly Membership Impact Reports	x	x	x
C70 Swag	x	x	x

Furthermore, C70 has another level of membership called the “*The Leadership Circle*”, which includes all of the benefits of membership and a ticket to the C70's Anniversary Luncheon.

C70 has not undertaken an outreach campaign to promote the Membership Program in 2020. This marketing and communication plan seeks to provide a roadmap for C70 to promote, market, disseminate information about their Membership Program.

SCOPE OF THIS REPORT

MARKETING & COMMUNICATION PLAN

What is the scope of the marketing and communication plan?

C70 would like to formulate a robust marketing and communication plan for the following reasons:

- Clarify the purpose, goals, and objectives of the Membership Program.
- Identify the audience, the messages, and activities that will be part of the Membership Program.
- Recognize and provide suggestions on the messaging that will be primarily used for the Membership Program.
- Present a plan for evaluating the results of the marketing & communication and make changes accordingly going forward.

Who is supposed to read this plan?

The marketing & communication plan will be presented to the leadership of C70, primarily to **David Thornburgh**, President & CEO, and **Lauren Cristella**, Chief Advancement Officer.

MARKETING PLAN

BUSINESS OBJECTIVES

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What are business objectives?

In very simple terms business objectives are specific and measurable results organizations hope to maintain as their entity grows.

What are C70's business objectives in relation to the Membership Program?

C70's business objectives vis-à-vis the Membership Program can be categorized in the following:

- **Outreach Objective:** C70 has a storied history of civic advocacy in the Commonwealth of Pennsylvania. Through the Membership Program, C70 would like to promote its activities and amplify their advocacy efforts in the Commonwealth.
- **Membership Satisfaction Objective:** C70 through the Membership Program would like to encourage members to provide feedback in relation to the service/member benefits provided by C70, which in turn would help C70 evaluate and improve the services/member benefits.
- **Revenue Objective:** As mentioned earlier, one of the primary goals of the Membership Program is to diversify the revenue source. C70 has an impressive list of individual and organizational donors. With the introduction of the Membership Program, C70 would be able to quantify the membership benefits in terms of revenue and add a new revenue stream to its funding source.
- **Growth Objective:** C70 would like to look at the Membership Program as a long-term strategy to grow the organization in terms of engagement and revenue. Therefore, investing in a robust plan to promote the Membership program is a right step forward.

MARKETING PLAN

MARKETING OBJECTIVES

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What are marketing objectives?

The marketing objectives are the defined goals for your brand that aligns with your business objectives.

What are C70's marketing objectives in relation to the Membership Program?

The overarching brand for C70 is the '**Committee of Seventy**' brand name. However, in terms of primary focus of the marketing and communication plan the brand is the '**Membership Program**'. Therefore, it is important to have clarity on what needs to be accomplished; otherwise the brand Membership Program will struggle to reach its potential. The following marketing objectives may be considered vis-à-vis the Membership Program:

- **Improve Brand presence:** An effective marketing campaign would like to improve the brand presence through engaging the audience more frequently through surveys, articles, blogs, and newsfeed, as well as a members-only quarterly impact report.
- **Increase Traffic:** Improving brand presence would help increase traffic and direct the traffic towards the Membership Program.
- **Diversify Lead Source:** Through an effective communication and marketing plan, C70 would like to diversify their membership by reaching out to a diverse audience. Therefore, it is important to have marketing goals of diversifying the lead source and engage external partners.
- **Evaluate and Improve:** It is important for C70 to continually evaluate the marketing strategies to not only improve constituent experience but also to make sure to identify the important marketing strategies that were successful. Therefore, tracking the key performance indicators (**KPIs**), which has been discussed under SMART goals, would be an important goal.

MARKETING PLAN

MARKETING OBJECTIVES

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How to determine marketing objectives?

To be very brief, one needs to use the **SMART** goal setting strategy:

- **Specific:** As defined earlier, the specific goals for the Membership Program is to diversify the outreach, membership, and revenue of the Committee of Seventy.
- **Measurable:** While undertaking the objectives, especially the marketing objectives, it is important to measure the outcome of the objectives, regularly report, and evaluate to make sure C70 is flexible to amend or change strategies that are unsuccessful. It is important to identify the KPIs that need to be tracked and reported regularly. Some of the KPIs that C70 may want to track are mentioned on page 8.
- **Attainable:** It is important that C70 pursues objectives and a strategy that is attainable. It is important to be ambitious but goals that are unattainable will undermine the work of the team.
- **Relevant:** C70 prides itself in the work it does and therefore the business and marketing objectives should align with C70's mission statement and the overall long term growth of the organization.
- **Timely:** C70 would like to follow a communication implementation schedule to make sure the marketing strategy follows a specific timeline. A sample draft timeline with corresponding campaigns have been provided in **Appendix A**.

MARKETING PLAN

MARKETING OBJECTIVES

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Key Performance Indicators (KPIs) for Committee's Marketing Strategy

As part of the SMART strategy mentioned in page 7, measuring the outcomes is an important objective. One of the ways to measure outcomes is to identify KPIs that need to be measured and reported. Some of the important KPIs that C70 may want to keep track while the marketing and communication campaign is underway are:

- **Sales Growth:** C70 would like to measure the direct impact of the marketing and communication campaign by tracking the sales, i.e. the number of members C70 has gained and the revenue generated directly from the increase in membership.
- **Customer Satisfaction:** C70 has a storied history of providing relevant content to their non-paying members. With the introduction of the Membership Program, having continual surveying of the members would be important to track the status of customer satisfaction among the membership.
- **Lead Generation:** C70 would like to track the lead generation through the campaigns that are undertaken by C70 in relation to the Membership Program. It is important to measure the marketing channels that have led to successful lead generation and channels that have underperformed. This would help C70 amend their marketing campaign accordingly.
- **Cost of Consumer Acquisition:** It would be important for C70 to measure the cost associated in convincing a constituent to enter the Membership Program.
- **Website Traffic:** This is an organic digital lead. C70 needs to measure:
 - How many people visited the its website;
 - Through the visits, how many people were interested in joining membership, which can be counted as a lead;
 - And finally how many of these leads joined the Membership Program.
- **Social Media Traffic:** C7 has presence in three of the biggest social media platforms: **Facebook**, **Twitter**, and **LinkedIn**. If C70's marketing budget allows for advertising space in these aforementioned social media platform, it would be important to track the social media traffic generated through the advertising space. However, C70 should be able to track engagement through social media without paid content, which will in turn will be a good indicator whether C70 would like to invest, create, or increase a social media paid advertising budget. This would help C70 track the social media platforms that work best for marketing and promoting the Membership Program.

MARKETING PLAN

SWOT ANALYSIS

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What is a SWOT Analysis?

The Strengths, Weaknesses, Opportunities, and Weaknesses (**SWOT**) analysis is a systemic assessment to help understand the factor that can influence the communication plan that C70 wants to undertake.



MARKETING PLAN

STAKEHOLDER AUDIT

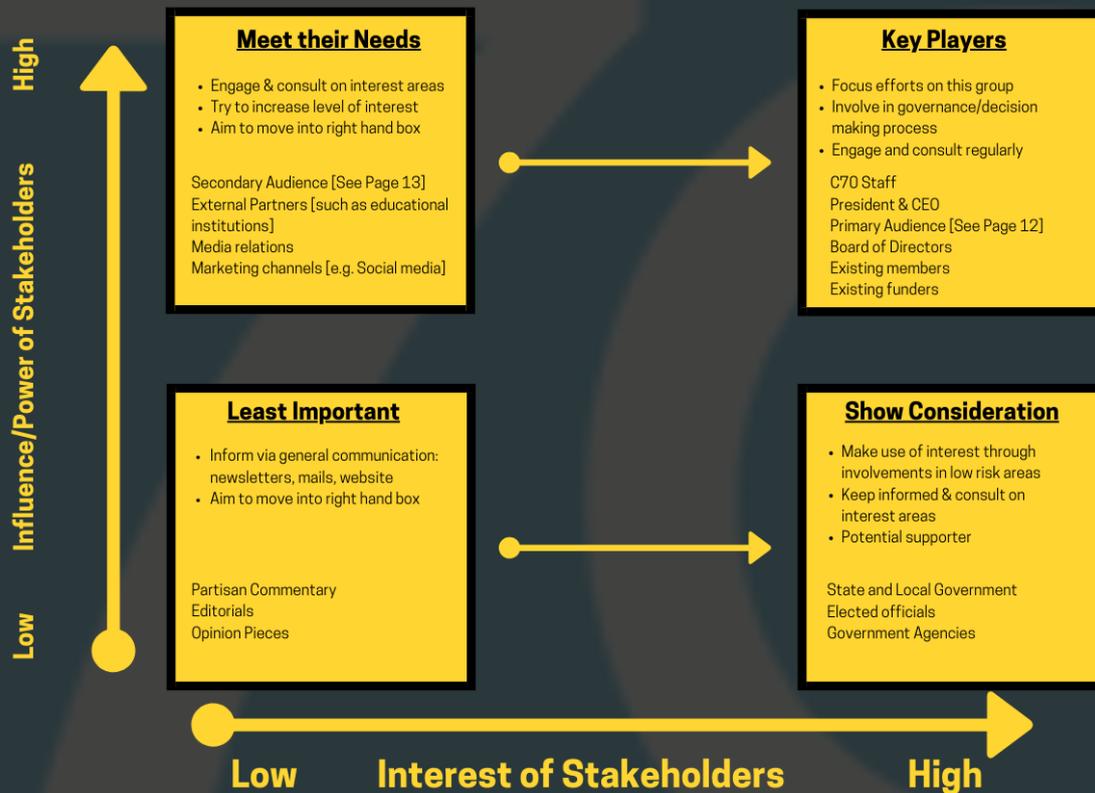
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What is a Stakeholder Audit?

In relation to a stakeholders audit, stakeholders are defined as the individuals/organization that are impacted or influenced by your organization.

STAKEHOLDER AUDIT



COMMUNICATION PLAN

PRIMARY AUDIENCE

Who is C70's primary audience for the Membership Program and what are their values and motivation?

- This audience is a civically engaged audience.
- This audience is aware of the issues relating to ethical and effective government in Philadelphia and the Commonwealth of Pennsylvania.
- These groups of individuals care about fair elections and fair representation.
- Some of these members are highly motivated and have been waiting for a membership model similar to the Membership Program.
- These individuals/organizations regularly attend/participate in C70 events/competitions.
- These individuals/organizations are:
 - The 22,000 people in C70's existing emailing list.
 - The organizations/individuals who have donated to C70.
 - The people within the organizations mentioned above.
 - The individuals who have attended C70's various events/competition.
 - The super voters within the Commonwealth of Pennsylvania, especially during an important election year.
 - The super fans of C70, which have participated in C70's direct advocacy efforts and frequently engage in C70's social media posts.

COMMUNICATION PLAN

SECONDARY AUDIENCE

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Who is C70's secondary audience for the Membership Program and what are their values and motivation?

- These individuals maybe civically engaged, however, lack the motivation to take the next step of actively advocating for C70's cause.
- These are individuals who genuinely would like to know more about C70.
- These are organization that would like to be civically engaged and are looking for a platform similar to C70 to get knowledgeable about the issues.
- These are individuals who have infrequently attended C70's events or participated in a competition.
- These individuals/organization are:
 - The attendees or the plus one who have attended C70's events.
 - The organization that may have subscribed to C70's newsletter.
 - The individuals/organization that found C70's work and content on the Internet while undertaking their project.
 - The schools/universities that use C70's content.
 - The educators that use C70's content.
 - Organizations that have invited C70 to speak at their forums/conferences or have asked them to deliver a workshop relating to their advocacy or competitions.
 - These are individuals who receive email forward/social media shares/event invites from the primary audience.

COMMUNICATION PLAN

CHANNEL OF COMMUNICATION- PRIMARY AUDIENCE

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Primary Audience: Preferred Channel of Communication

- This audience is the most engaged group of individuals/organizations that C70 has. Their preferred channel of communication will be direct communication through emails, social media posts, and newsletter.
- This audience also contains individuals who are civically engaged however, they haven't heard about the work C70 does. Therefore, converting these individuals will be easy by targeting them through strategic advertising campaigns through social media.
- The following can be the channel of communication for the primary audience:
 - Newsletters
 - Direct emails
 - Social Media posts- Facebook, Twitter, and LinkedIn
 - Events
 - Presence in civic organization meetings or neighborhood organizations

COMMUNICATION PLAN

CHANNEL OF COMMUNICATION- SECONDARY AUDIENCE

Secondary Audience: Preferred Channel of Communication

- This audience is relatively less engaged than the primary audience. They may have heard about C70's work and may have attended their events. This audience's preferred channel of communication would be through advertisements and event invitations. This audience needs more evidence of the C70's work.
- This audience contains individuals who are less civically engaged. They are less aware or not aware of C70's work. However, like any other audience, they use the Internet and majority of the audience are aware of political and election news. Therefore, C70 may want to increase its media presence, through news, stories, guest columns, and reports. This audience needs to be incentivized to visit C70's Website or engage indirectly with them.
- The following can be the channel of communication for the primary audience:
 - Posters [digital or print]
 - Flyers and brochures
 - News stories and reports
 - Invitations to C70's events
 - Distribution of C70's promotional materials such as T-shirts, mugs, caps

COMMUNICATION PLAN

MESSAGING STRATEGY

What should be Committee's messaging strategy look like?

- **One consistent tagline for the Organization:** For example: “Committee of Seventy- Democracy’s One-Stop Shop”.
- **One consistent tagline for the Membership Program:** For example, the current use of “Be a Champion of Local Democracy” can be consistently used in communications.
- **Use of keywords & hashtags:** Since C70 has a significant digital presence, it will be easier to track certain keywords or hashtags associated with C70 and the Membership Program. Moreover, C70 may want to create a wordcloud to track keywords. The following list the Committee may want to track [*Please note this is not an exhaustive list and it is just an indicative list*]:
 - **Democracy**
 - **Committee, C70, CommitteeOfSeventy, Seventy, etc.**
 - **#votesPA #ReadyToVotePA** [These are PA Department of State hashtags, but it would be useful to track the use of these hashtags]
 - **Draw the Lines**
 - **MakeMyVoteCount**
- It would be important for C70 to consistently use the same keywords and hashtags for all social media posts. This would ensure that C70 shows up more often in keyword searches and hashtag searches.
- Create a communication calendar for important days of the year. It is important to identify key moments legislatively, holidays, and important dates relating to the democratic process. It would be important to prepare messaging campaigns, press kits, to take advantage and promote the Membership Program. For example, an indicative timeline and possible campaign messaging/activity has been provided in **Appendix A**.

COMMUNICATION PLAN

EVALUATION STRATEGY

Prepare to do Evaluation and Improve Accordingly

Tracking the results of each communication campaign is imperative for the success of the marketing and communication of the Membership Program. While undertaking the evaluation we should the following into consideration:

- Cross-check whether the objective of the organization, marketing, and the communications plan have been determined.
- Identify the stakeholders and survey the members, stakeholders (which includes funders, and donors, and the Board members) for their thoughts and suggestions for improvement. C70 for next steps may want to do a stakeholder audit.
- Create the scope of the program evaluation and the results that are desired from the evaluation.
- Next step is gathering the evidence and be prepared to be flexible in relation to the plan. Changes and improvement have to be done according to the constructive feedback from the stakeholders.
- Get the numbers and data for each campaign. Undertaking a digital campaign will provide you back-end data on the campaign, so it will be easier to evaluate. Print and other forms of campaign would require strong tracking mechanism and KPIs.

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APPENDIX A

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Month	Important Days of the Month	Messaging/Activity	Results
January	Month: National Hobby Month January 1 New Year's Day January 4 Trivia Day January 13 Make Your Dream Come True Day	<i>"Create a new Hobby" "Become a Local Champion of Democracy"</i> <i>"New Year's Day Offer- Register for Membership and get your first [first] month free."</i> <i>"Since it is Trivia Day- Which organization was formed two months after Nov. 14, 1904, when a group of business and civic leaders that included names still familiar today (Strawbridge, Fels) met at the Philadelphia Bourse to do something about a magazine article titled "Philadelphia: Corrupt and Contented."</i> <i>"Make a good civic choice and make someone's dream come true. Gift them a membership."</i>	Track each campaign
February	Month: Black History Month Weekly Celebrations: National Freedom Day February 7 Super Bowl 53, date varies February 14 Valentine's Day February 17 President's Day - third Monday of month	Month & Weekly Celebration: <i>"Democracy and voting will always be celebrated. Keep yourself civically engaged. Register today"</i> <i>"Super Bowl Special. We don't need a ten second- million-dollar ad to tell you how democracy works. All you need to do is register here."</i> <i>"Still need the perfect gift? We got you covered. Register here."</i> <i>"Presidents come and go but Democracy will always be in power. Learn how, register here."</i>	Track each campaign
March	Month: National Women's History Month March 15 Ides of March	<i>"There are women of the Commonwealth that deserve your attention"</i> [Create content in relation to this celebration. This will help drive traffic to Committee's website] <i>"Julius Caesar never heeded the warning "Beware of the Ides of March". You know how it went down. If only he believed in</i>	

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		<i>democracy. Committee of Seventy- Democracy's One-Stop Shop. Register here. "</i>	
April	April 1 April Fool's Day	<i>"We promise you this is not a April Fool's Day prank. The offer is for real. Check it out now."</i> <i>[The C70 may want to set up their presentation and events for this month]</i>	Track each campaign
May	May 3 World Press Freedom Day May 4 Star Wars Day May 25 Memorial Day last Monday of month	<i>"Freedom of Press and Democracy go hand in hand. "Become a Local Champion of Democracy. Register here"</i> <i>"May the 4th be with you. Emperor Palpatine's lack of regard for democracy didn't go well. Committee of Seventy will always be the champion for democracy though."</i> <i>"Memorial Day offer. Register for membership and get the [] month(s) free."</i>	Track each campaign
June	Month: Gay Pride Month June 6 D-Day, WWII	<i>"Every movement in history started with a belief in democracy. So let the Democracy and the Pride flag go hand in hand. Be a champion of Democracy. Register here."</i> <i>"D-Day was a fight for Democracy. We need to keep that spirit alive. Be a champion for Democracy. Register here."</i>	Track each campaign
July	July 4 Independence Day (U.S.)	<i>"Founding Fathers + Independence + Love for Democracy = USA. Be a champion for local democracy. Register here. 4th of July special."</i>	Track each campaign
August	August 2 Friendship Day - First Sunday in August August 26 Women's Equality Day	<i>"Do a favor to your friend, gift him this awesome gift. Register here."</i> <i>"People have fought to get this right. When democracy works it has unparalleled powers. Be a champion for local democracy."</i>	Track each campaign

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September	<p>September 7 Labor Day First Monday of month</p> <p>September 17 Citizenship Day Constitution Day</p>	<p><i>"It's a Labor Day offer. Don't miss it. Be Champion for Local Democracy. Register here."</i></p> <p><i>"It is Constitution Day, so the day belongs to Democracy. So be a champion for local democracy. Register here."</i></p> <p><i>"It is Citizenship Day, so the day belongs to Democracy. So be a champion for local democracy. Register here."</i></p>	Track each campaign
October	<p>October 12 Columbus Day - second Monday of month</p> <p>Indigenous People Day - second Monday in October</p>	This can be a very generic campaign.	Track each campaign
November	<p>November 3 U.S. General Election Day - first Tuesday of the month after first Monday of month</p> <p>November 13 Friday the 13th</p> <p>November 26 Thanksgiving - Eat, drink, and be thankful, fourth Thursday</p>	<p>Since voting is one of the primary advocacy aspects of the Committee, an entire campaign leading up to the General Election should be devised. It will be helpful that this is done in conjunction with presentations, workshops, and digital and print media campaign.</p> <p><i>"It is not that bad. It is still TGIF. Collect this offer going into the weekend."</i></p> <p><i>"We are always thankful for Democracy and their Champions. So be a champion for local democracy."</i></p> <p>A generic campaign leading up to Thanksgiving can be undertaken for print as we all digital media.</p>	Track each campaign
December	<p>December 15 Bill of Rights Day</p> <p>Holidays</p>	<p><i>"It is Bill of Rights Day, so the day belongs to Democracy. So be a champion for local democracy. Register here."</i></p> <p><i>"Still need the perfect gift? We got you covered. Register here."</i></p> <p>This is a busy time of the year; a generic campaign will be helpful.</p>	Track each campaign