

A Strategic Marketing Communications Plan for Charlie's House



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Table of Contents

Team Credentials.....	3
Situation Analysis.....	5
Overview.....	5
Evidence of Effectiveness.....	6
Charlie’s House Staff.....	7
Charitable Giving Climate.....	8
Competitive Analysis.....	9
Target Market.....	10
Financial Analysis.....	18
SWOT.....	22
Primary Research.....	26
Online Survey to General Public.....	27
Online Survey to Friends of Charlie’s House.....	40
Interviews with Board Members.....	41
Media Awareness Questionnaire.....	49
Secondary Research.....	56
Recommendations.....	59
Action Items.....	88
Bibliography.....	90
Appendices.....	Digital

Team Credential



Melissa Kopp is an advertising account executive for MMGY Global, a local agency specializing in travel marketing. Melissa earned a joint bachelor's degree in International Studies and French from the University of Illinois. After graduation, she worked as a paralegal at an international law firm in Chicago.

A year in law school helped Melissa realize that a legal career was not in the cards, so she moved to Kansas City, took a job in advertising and started her master's program in journalism at the University of Kansas. She expects to receive her degree in August 2012. Melissa was recently employed with another Kansas City agency, Trozzolo Communications Group, but was recruited for her current position at MMGY Global. She is excited to embark on this next phase in her career.



Carrie Shoptaw is the Group Sales and Events Coordinator for the National World War One Museum in Kansas City, Missouri. Before joining the museum, Carrie worked as the General Manager for the Kansas City Renaissance Festival managing 12 full time and 800 seasonal employees for thirteen years. Her duties there included public relations, media buys and development of marketing collateral and execution to a six state region, integration of government and not for profit cross promotion and facilitation, new event and partnership development and sponsorship acquisition.

Currently she also manages her own business, Terra Matra, geared toward not for profit civic and community development with recent clients including Leavenworth Main Street, Wyandotte County and the City of Prairie Village.

Prior to 2010, she worked for fifteen years in not for profit fund development as the Director of Development for the Shalom Group and as Foundation Director at Sertoma International.

She has a B.S. in Philosophy from the University of Kansas, and plans to graduate in May, 2012 with an M.S. in Marketing Communications from her alma mater.



Aaron Patch is a Project Manager for National Marketing Resources (NMR) in Kearney, Missouri. In this role, he manages the activities of several internal departments and external partners to initiate new sales and marketing campaigns. Prior to filling his current role with NMR, Aaron worked as an Internet Marketing Consultant for the organization. In this role, he helped clients develop external electronic communications strategies.

Previously, Aaron worked as the Internet Marketing Manager for a Kansas City area automotive dealership. He also worked as a Business Development Consultant for an agricultural organization.

Aaron holds bachelor's degrees in History and Political Science from the University of Kansas. He expects to graduate from the University of Kansas in May 2012, with a Master's of Science in Marketing Communications.



James K. Gentry, Ph.D., supervised this project. Dr. Gentry is the Clyde M. Reed Teaching Professor and former dean at the William Allen White School of Journalism and Mass Communications at the University of Kansas.

Gentry created and teaches Financial Fundamentals for Communicators for graduate students in the school's Marketing Communications master's program on the Edwards Campus. He also teaches Capstone in Marketing Communications at the Edwards Campus. The capstone course has worked with clients including the Roasterie, the National Association of Intercollegiate Athletics (NAIA), College Coaches Network and CASA of Wyandotte and Johnson counties, among many others.

Prior to joining KU as journalism dean in 1997, Gentry was a dean at the University of Nevada, Reno for five years. Gentry also served as a faculty member at University of Missouri School of Journalism for 14 years, where he was a department chair for five years. He received his Ph.D. from the University of Missouri. Gentry writes occasionally on the economics of sports for The New York Times.

Situation Analysis

“Tell me and I forget, teach me and I remember, involve me and I learn.”

-Benjamin Franklin

Overview

Initial groundwork for the organization that would later become Charlie’s House began in May 2007, when a local resident approached Safe Kids USA, the national safety organization, with the idea of a safety demonstration home. Safe Kids USA directed the resident to the local chapter of the organization, Safe Kids Johnson County, where the idea gained traction. Safe Kids Johnson County conducted a feasibility study of the project and moved forward with approval from state and national levels of the Safe Kids organization.

The new program started holding planning meetings in May and June 2007, and enlisted local community partners, Children’s Mercy Hospital and Clinics, and Johnson County MedAct. With the backing of these partners, the organization recruited and instituted the first board. In July 2007, the newly formed organization began looking at properties for the safety demonstration home.

In November 2007, Charlie Horn, a two-year-old Kansas City boy, perished when a small dresser fell on him. Charlie’s death became the catalyst uniting the existing safety organization with a motivated community and Charlie’s parents.

In late 2007, volunteers joined forces to form Charlie’s House, a 501 (c)(3) nonprofit organization with the mission of preventing injuries to children in and around the home.

Charlie’s House continues to be dedicated to keeping the community informed and engaged when it comes to preventing injuries in and around the home. Although other safety organizations in the area have similar goals, Charlie’s House believes it is the only one focused solely on in-home safety. Charlie’s House wants to become the go-to resource for information regarding safety in the home in the Kansas City area.

In addition to providing online and print resources, Charlie's House plans to build a physical safety demonstration home, which would be used for educational purposes. The two-story facility will provide a physical site for visitors to experience actual conditions in the home, creating a kinesthetic learning environment for families and others concerned with child safety. In addition, the house will act as the hub of the organization, providing offices for the staff and allowing for program expansion. The site also will allow organizers to host fundraising events and demonstrate need to donors. School field trips will educate children about potential dangers that may exist in their own homes. The home is in the process of being built and a capital campaign is being conducted to fund the project. Until the home is complete, physical safety demonstrations can be viewed in a James Engle Custom Home at 153rd St. and Quivira Road in Overland Park, Kan.

Our team's charge is to help increase awareness of the Charlie's House organization by creating a focused and cohesive marketing communications plan. The plan will include strategic and tactical recommendations to help spotlight Charlie's House as the authority on in-home injury prevention in the Kansas City area.

Evidence of Effectiveness

In its first year of operation, Charlie's House made significant progress. It supplied more than 10,000 complimentary furniture safety straps to families, provided safety information to new parents, participated in 12 community events and assisted in getting a resolution passed in the Missouri Legislature. The resolution urged the U.S. Congress and Consumer Product Safety Commission to enact regulations for use of furniture safety standards for tip-prone furniture. Since then, Charlie's House has continued to gain awareness and support from important donors such as Children's Mercy Family Health Partners and the Kansas City Royals Charities. Charlie's House has also distributed 20,000 Safety Checklists since its inception and the Charlie's House website has received more than 189,000 page views since September 2010.

Charlie's House Staff

Annette Teson, hired by the organization in 2009, leads Charlie's House as the executive director and is the only full-time staff member. A part-time assistant, Lisa Grable, assists with various administrative efforts once a week. A board of directors and various committees also support Charlie's House. As of mid-March, the members were:

Budget & Finance Committee

Tim Barron, Alterra Bank

Education Committee

David George, North Kansas City Hospital

Lauren Haake, Children's Mercy Hospital

Phyllis Larimore, Children's Mercy Hospital

Katie Schatte, Safe Kids Johnson County

Fundraising Committee

Maggie Collins, Community Volunteer

Emily Gates, Community Volunteer

Harvey Grossman, Pediatric Care Specialists

Jenny Horn, Cerner Corporation

Maureen D. Huffer, Community Volunteer

Jim Rine, UMB Bank

Location Committee

Bob Finuf, Children's Mercy Pediatric Care Network (Board Chair)

Brett Horn, Major Saver (Board Secretary)

Brendan McPherson, Polsinelli Shugart (Board Treasurer)

Katie Schatte, Safe Kids Johnson County

PR/Marketing Committee

Nancy Besa, Besa Public Relations

Trish Church-Podlasek, Hallmark Corporation

Gina McCord, Junior League of Wyandotte & Johnson Co., KS

Cindy Mense, Community Volunteer

Advisory Board

Milton A. Fowler, Jr., Children's Mercy Hospital

Christa Dubill, NBC Action News

Charitable Giving Climate

About one million not-for-profit organizations are registered in North America, according to the National Center for Charitable Statistics. There is no shortage of opportunity for donors to support important causes. Individual and corporate givers donate time, expertise and/or money based on their particular values and priorities. Before determining where and what to give, they must first have what non-profit observers call an “Awareness of Need.” Rene Bekkers and Pamala Wiepking, co-authors of *A Literature Review of Empirical Studies of Philanthropy: Eight Mechanisms that Drive Charitable Giving*, describe this awareness as “the first prerequisite of philanthropy; people have to become aware of a need for support.”

Psychological distance (the level of personal connection to the beneficiaries), demographic need (concern for those who are least able to help themselves) and exposure to need (being in physical proximity to the issue) have a profound effect on where donors and volunteers choose to place their efforts. These conditions create empathy, as donors and volunteers learn more about how they can help with issues related to their own experience. According to Griet Verhaert and Dirk Van den Poel, authors of *Empathy as Added Value in Predicting Donation Behavior*, “empathic concern positively affects the donation decision, which makes sense because donors with high levels of empathic concern focus on alleviating the suffering of unfortunate others.”

However, there are only so many things that each person can care about, or worry about, at one time. Psychologists Patty Linville and Greg Fischer argue there is a “finite pool of worry” effect that determines how many things each person can be concerned with at one time. Being inundated with all of the problems of the world will eventually have a numbing effect and people will be less likely to show strong concern for any one thing. There are countless causes, so how does one decide which cause to support? This is where charitable giving can get tricky and organizations need to carefully define their target audience.

Charlie’s House takes the approach of appealing to the emotions of potential donors through the story of Charlie’s death. Through the description of this difficult event, donors and volunteers share an empathic vision that child safety in the home is a story worthy of intense focus. However, while this focus emphasizes important elements of child safety, it is possible that the niche is too small to garner sustainable support for the organization. Bob Finuf, chairman of the board at Charlie’s House, said, “Everyone knows a child they care about.” This may be true, but not everyone has lived with children in the home on a daily basis. In fact, a recent survey revealed that only 10 percent of respondents would choose “home” as a key word when searching online for information about child safety.

Competitive Analysis

Dozens of organizations in the Kansas City metro area include in-home safety as part of their child safety messaging. In fact, a few of those organizations are currently represented on the Charlie's House board of directors.

Safe Kids USA, founded in 1987, has a mission that is similar to Charlie's House, including the language, "community injury prevention education for professionals, parents, daycare providers and other caregivers." Safe Kids USA has two chapters in the Kansas City metro area and offers access to resources that would help to enhance the mission of Charlie's House, including a completely interactive virtual house, access to advanced communication systems and presence on an international stage.

KC Can! is an organization that works to improve the lives of Kansas City area children through education and support. The organization helps to provide support to community projects each year that better the lives of children. KC Can! is responsible for launching the Safety Street program where Charlie's House is being built. The organization is currently supporting the construction of Charlie's House.

Area police departments, fire stations and hospitals also provide in-home safety education for children. Checklists, educational programs and in-home demonstrations are available through these organizations. However, there is not a direct link between these organizations and Charlie's House.

Secondary research in the Kansas City market indicates that the primary way respondents seek child safety information is online. Charlie's House ranks 16th in an online search for information on "Kansas City child safety," and second when "in the home" is added to the query. As previously stated, "home" is infrequently added to searches about child safety.

With the exception of KC Can!, Charlie's House does not appear to be taking advantage of resources that currently exist. Charlie's House misses opportunities through its apparent separation from other child safety organizations. In the recommendations section, we will discuss potential opportunities for collaboration that will allow for increased exposure and support.

Target Markets

Charlie's House organizational activities fall into two distinct categories: education and fundraising. Within these activities, research indicates a need for differentiation and a narrower focus on target markets.

Charlie's House leaders say the organization's educational target market is caregivers of children aged 18 years and younger in the Kansas City metropolitan area, specifically parents, grandparents, babysitters, and others.

The Kansas City area had 206,693 households with children aged 18 years and younger, according to 2010 U.S. census data. In these households, there were 360,387 children and 340,331 primary caregivers. Given the number of people who fall into the current Charlie's House current target market, budgetary limitations of the organization, and the organization's desire to lower the rate of childhood accidental injury in the home, there is need for a more nuanced view of target markets.

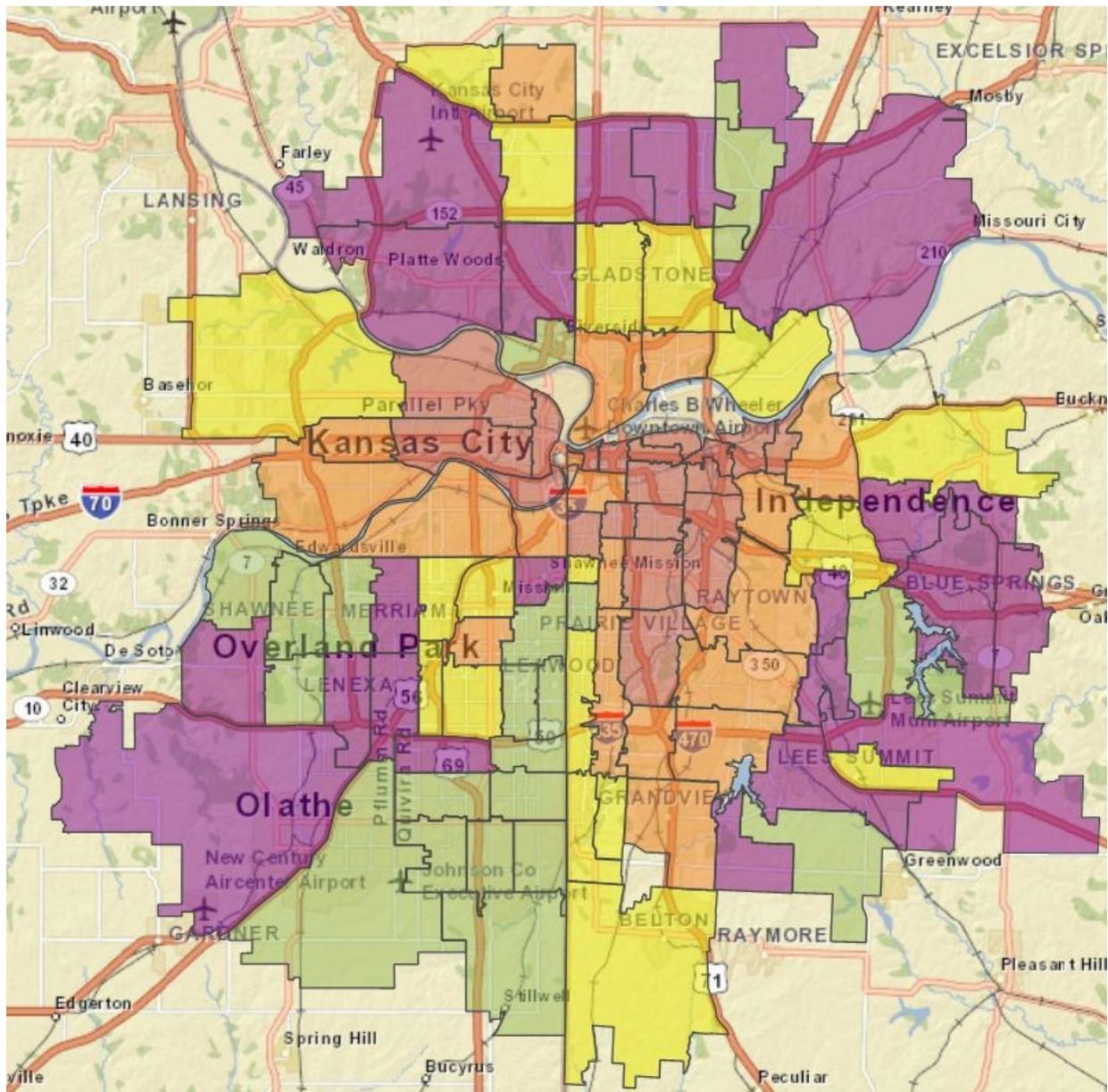
Identifying and targeting population demographics that are associated with greater risk of childhood injury is one method to narrow the scope of the target market. Numerous researchers report direct correlations between socio-demographic characteristics and risk of childhood injury. Higher risk of injury is associated with, "maternal socio-demographic characteristics such as African-American race, low income, low education level and [mother's] young age." (Scholer, Predictors 342).

Additional secondary research of income and childhood accidental deaths in the Kansas City area also indicates a strong correlation between socio-demographics and risk of childhood injury.

For privacy reasons, state level data does not differentiate between in-home deaths and deaths occurring outside the home. However, additional study results discussed in the secondary research section of this report point to a clear relationship between socio-demographic condition and childhood injury.

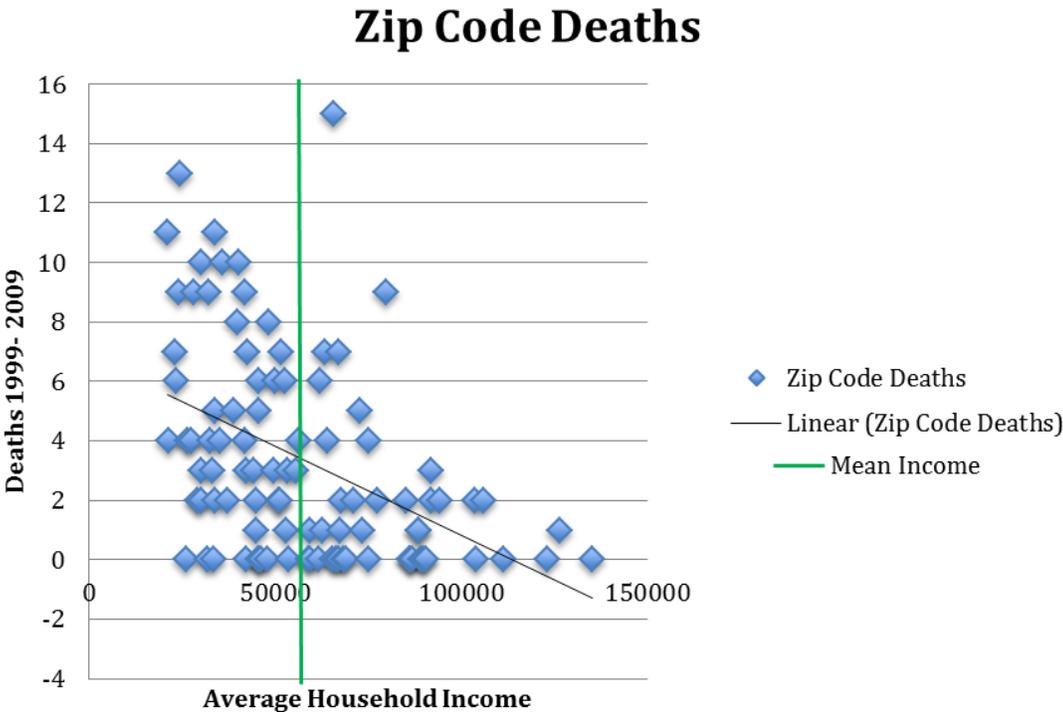
Our research compared the average household income of 97 Kansas City area ZIP codes with accidental deaths (excluding motor vehicle accidents) of children aged 15 years and younger between 1990 and 2009 as reported by the Missouri and Kansas departments of health. The team mapped all 97 ZIP codes by income, then divided income in to quintiles. The red areas on the map indicate the lowest income quintile, followed then by orange, yellow, purple and green.

Average Household Income by Quintiles



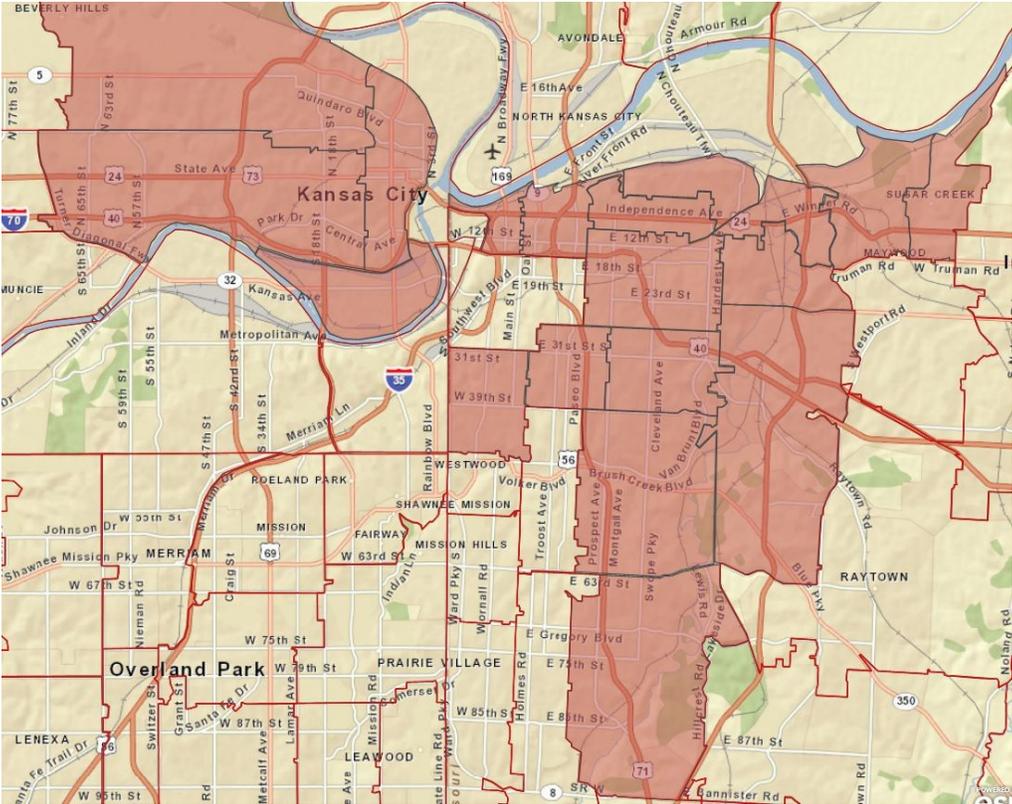
- First Quintile
- Third Quintile
- Fifth Quintile
- Second Quintile
- Fourth Quintile

The 2009 estimated mean household income by ZIP code in the Kansas City Metropolitan area was \$52,806. Using a linear regression model, we found a strong correlation between mean household income by ZIP codes and accidental death of children aged 15 years and younger.



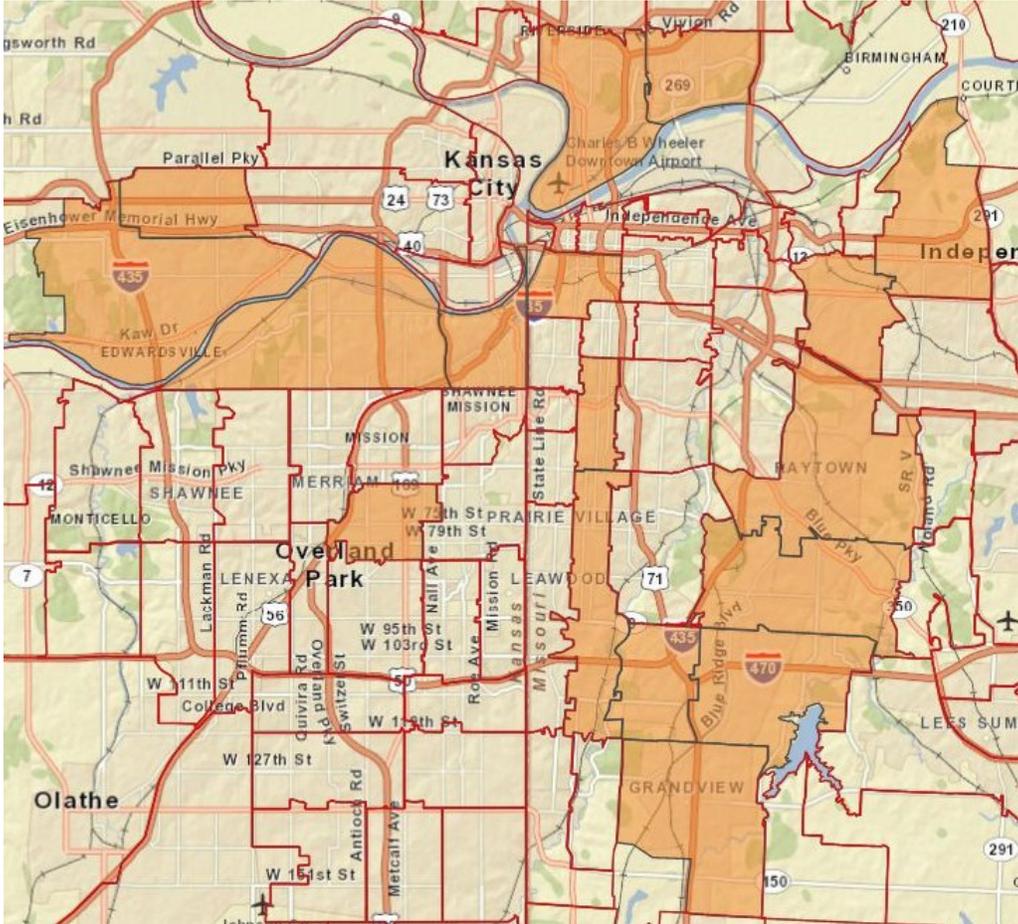
Correlations between income and accidental death become more apparent when examined by quintiles. The lowest income quintile experienced 100 accidental childhood deaths between 1990 and 2009.

City	State	Zip Codes (excluding P.O. Box Zips)	Estimated 2009 Income	Deaths 1990-2009 (0 years to 15 years)	Deaths by Income Quintiles
Kansas City	KS	66101	21075	11	
Kansas City	MO	64106	21345	4	
Kansas City	MO	64128	22984	7	
Kansas City	MO	64126	23403	6	
Kansas City	MO	64130	24086	9	
Kansas City	MO	64127	24371	13	
Kansas City	KS	66105	26001	0	
Kansas City	MO	64124	26506	4	
Kansas City	MO	64109	27344	4	
Kansas City	MO	64132	28207	9	
Independence	MO	64054	29230	2	
Kansas City	KS	66102	30027	10	
Kansas City	MO	64123	30044	3	
Independence	MO	64053	30309	2	
Kansas City	MO	64125	31718	0	
Kansas City	KS	66104	32183	9	
Kansas City	MO	64129	32473	4	
Kansas City	MO	64111	33080	3	
Kansas City	MO	64105	33684	0	100



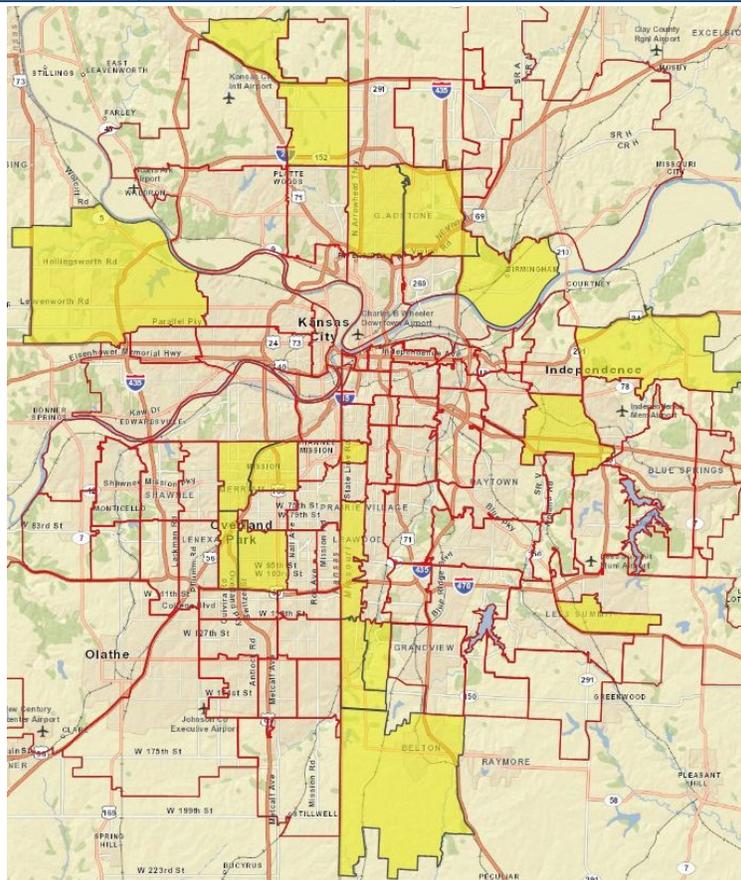
The second lowest income quintile experienced 97 accidental childhood deaths between 1990 and 2009.

City	State	Zip Codes (excluding P.O. Box Zips)	Estimated 2009 Income	Deaths 1990-2009 (0 years to 15 years)	Deaths by Income Quintiles
Kansas City	KS	66103	33739	5	
Kansas City	MO	64110	33867	11	
Kansas City	MO	64101	34003	2	
Kansas City	MO	64108	35228	4	
Grandview	MO	64030	35880	10	
Kansas City	KS	66112	37060	2	
Kansas City	MO	64116	38748	5	
Independence	MO	64050	39880	8	
Independence	MO	64052	40399	10	
Kansas City	KS	66106	41881	4	
Kansas City	MO	64134	41985	9	
Kansas City	MO	64164	42138	0	
Kansas City	KS	66111	42320	3	
Kansas City	MO	64117	42607	7	
Kansas City	MO	64131	44436	3	
Shawnee Mission	KS	66204	44796	1	
Kansas City	MO	64137	45096	2	
Kansas City	MO	64138	45489	5	
Kansas City	MO	64133	45641	6	92



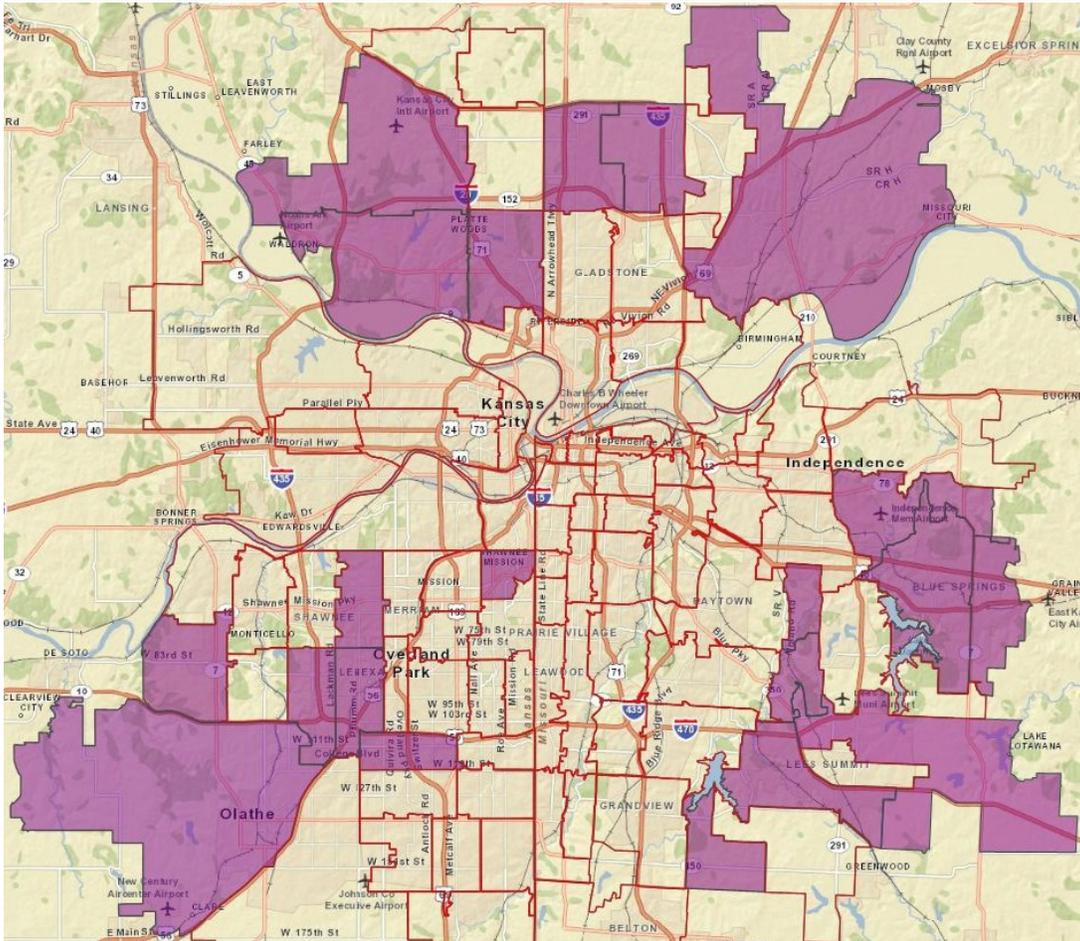
From 1990 to 2009, populations in ZIP codes with incomes below the mean experienced 225 accidental deaths, while ZIP codes with incomes above the mean experienced 95 accidental deaths. The third income quintile had 46 accidental childhood deaths from 1990 and 2009.

City	State	Zip Codes (excluding P.O. Box Zips)	Estimated 2009 Income	Deaths 1990-2009 (0 years to 15 years)	Deaths by Income Quintiles
Kansas City	MO	64136	45656	0	
Kansas City	MO	64163	45680	0	
Kansas City	MO	64154	46252	0	
Kansas City	MO	64112	47964	0	
Kansas City	MO	64118	48256	8	
Kansas City	MO	64114	49731	3	
Independence	MO	64055	49885	6	
Shawnee Mission	KS	66202	50880	2	
Shawnee Mission	KS	66203	51483	2	
Independence	MO	64056	51758	7	231
Kansas City	MO	64119	52806	6	Mean Income
Shawnee Mission	KS	66212	52862	1	94
Belton	MO	64012	53423	3	
Kansas City	MO	64146	53768	0	
Shawnee Mission	KS	66214	55675	3	
Kansas City	KS	66109	56221	4	
Kansas City	MO	64145	58893	0	
Lee's Summit	MO	64063	59224	1	
Kansas City	MO	64161	59538	0	46



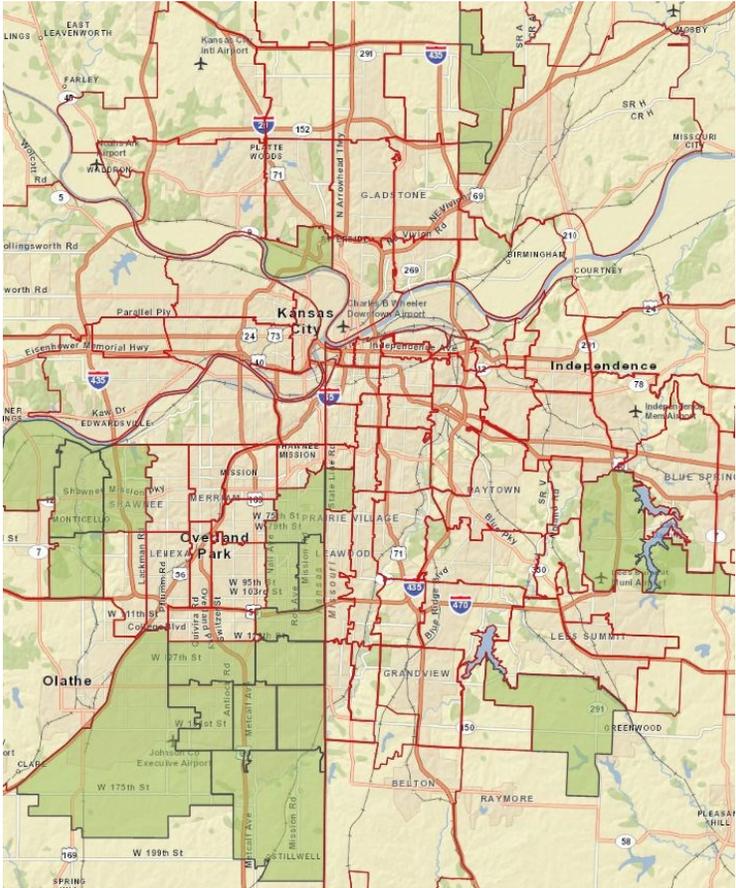
The fourth income quintile experienced 48 accidental deaths throughout the study period.

City	State	Zip Codes (excluding P.O. Box Zips)	Estimated 2009 Income	Deaths 1990-2009 (0 years to 15 years)	Deaths by Income Quintiles
Lee's Summit	MO	64081	61856	0	
Liberty	MO	64068	62040	6	
Kansas City	MO	64153	62812	1	
Blue Springs	MO	64014	63231	7	
Kansas City	MO	64151	63988	4	
Kansas City	MO	64156	65409	0	
Olathe	KS	66061	65886	15	
Kansas City	MO	64139	66433	0	
Blue Springs	MO	64015	66984	7	
Shawnee Mission	KS	66215	67078	0	
Shawnee Mission	KS	66219	67400	1	
Independence	MO	64057	67735	2	
Shawnee Mission	KS	66205	68343	0	
Kansas City	MO	64149	69078	0	
Kansas City	MO	64155	70966	2	
Shawnee Mission	KS	66210	72776	5	
Kansas City	MO	64152	73504	1	
Shawnee Mission	KS	66216	75084	4	
Shawnee Mission	KS	66227	75089	0	48



The highest income quintile experience 27 accidental childhood deaths from 1999 to 2009.

City	State	Zip Codes (excluding P.O. Box Zips)	Estimated 2009 Income	Deaths 1990-2009 (0 years to 15 years)	Deaths by Income Quintiles
Shawnee Mission	KS	66208	77636	2	
Olathe	KS	66062	79962	9	
Shawnee Mission	KS	66217	85258	2	
Shawnee Mission	KS	66207	86077	0	
Lee's Summit	MO	64082	86326	0	
Kansas City	MO	64158	86723	0	
Kansas City	MO	64157	88458	1	
Lee's Summit	MO	64064	88620	1	
Kansas City	MO	64167	89120	0	
Shawnee Mission	KS	66211	90060	0	
Shawnee Mission	KS	66223	90522	0	
Shawnee Mission	KS	66226	91802	2	
Shawnee Mission	KS	66213	91987	3	
Shawnee Mission	KS	66218	94417	2	
Shawnee Mission	KS	66206	103808	2	
Kansas City	MO	64192	104041	0	
Shawnee Mission	KS	66209	105928	2	
Kansas City	MO	64113	111396	0	
Shawnee Mission	KS	66220	123236	0	
Shawnee Mission	KS	66224	126353	1	
Shawnee Mission	KS	66221	135108	0	27



Financial Analysis

The objective of providing a permanent, hands-on learning environment has led to generous financial commitments from companies and individuals. Charlie's House income falls into two distinct categories: restricted and unrestricted. Restricted income consists of both donations and pledges for the purpose of building and operating the safety demonstration home. Unrestricted income consists of donations and pledges with no stipulation as to their use. Unrestricted income is the primary source for funding the organization's operating budget.

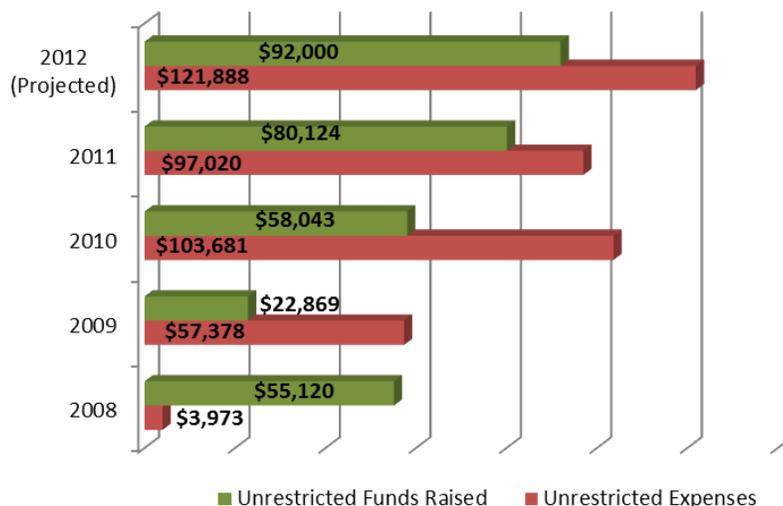
Restricted Income

From January 2010 to December 2011, Charlie's House raised \$678,550 in restricted income. The organization raised \$45,050 in 2010 and \$633,500 in 2011, representing a significant year-over increase of almost 1,500 percent. The sources of income were grants, blocks grants, pledges and other gifts. To date, individuals and organizations have pledged nearly 60 percent of the capital campaign goal of \$1.3 million. Organizers are optimistic that the remaining resources will follow from pending proposals.

Unrestricted Income

From January 2010 to December 2011, Charlie's House raised \$159,032. The organization raised \$48,101 in 2010 and \$110,931 in 2011, representing a year-over increase of 131 percent. The sources of income were individual gifts, corporate gifts, gifts in kind and other unrestricted gifts.

Unrestricted Income vs. Operating Expenses



Operating Expenses

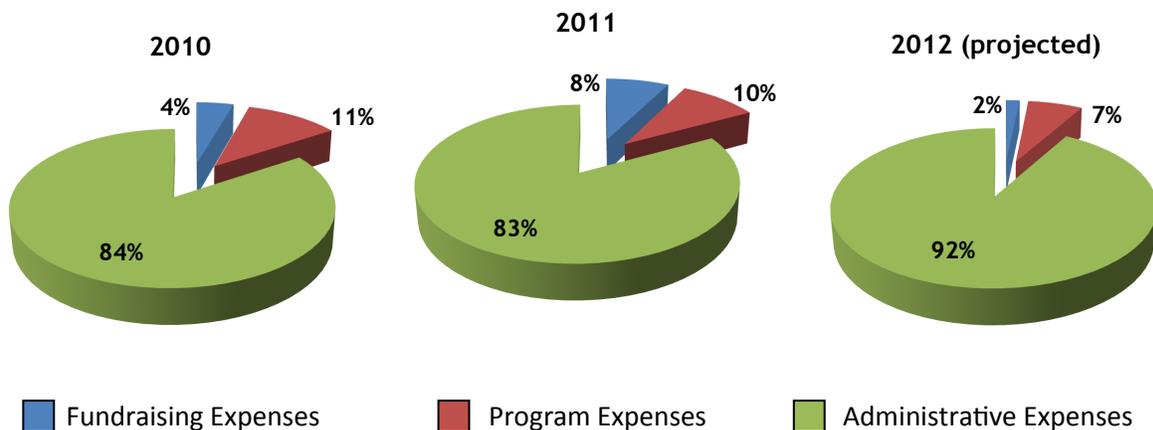
Charlie's House total operating expenses exclude costs related to the physical demonstration house and fall into three categories: administrative expenses, program expenses and fundraising expenses.

In 2010, operating expenses totaled \$103,681. Administrative expenses were \$87,405, program expenses were \$11,665, and fundraising expenses were \$4,611. Comparing expense categories to total operating expenses indicates that 84 percent of the budget went to administrative expenses, while 11 percent went to program expenses and 4 percent went to fundraising.

In 2011, operating expenses totaled \$97,020. Administrative expenses were \$80,466, program expenses were \$9,228, and fundraising expenses were \$7,326. Comparing expense categories to total operating expenses indicates that 83 percent of the budget went to administrative expenses, while 10 percent went to program expenses and 8 percent went to fundraising.

The projected budget for 2012 estimates operating expenses of \$121,888. Administrative expenses are projected to be \$111,888. Program expenses are projected to be \$8,000, and fundraising expenses are projected to be \$2,000. Comparing expense categories to total operating expenses indicates that 92 percent of the budget will go to administrative expenses, with 7 percent going to program expenses and 2 percent going to fundraising.

Operating Expenses as a Percentage of Unrestricted Income



Interviews with board members indicated that Charlie's House is currently relying on board members, family friends and close acquaintances for the majority of the organization's operating income. While Charlie's House is fortunate to have a generous donor base, it may not be realistic to expect a sustainable long-term financial foundation based primarily on these relationships alone.

The challenge facing Charlie's House is not unusual for new non-profits. Many struggle with the challenge of raising unrestricted funds for operating expenses, and one of the biggest challenges for nonprofit boards is developing resources for sustainable income.

Fortunately, there are many resources for learning more about how to deal with the financial challenge. One of the best is Boardsource.org, which offers a wide array of insights for boards seeking assistance with every aspect of operating a nonprofit organization. For example, the site's "Ten Basic Responsibilities of Nonprofit Boards," notes that one of the board's foremost responsibilities is to secure adequate resources for the organization to fulfill its mission. Furthermore, the board must provide financial oversight, assist in developing an annual budget and ensure that proper financial controls are in place (www.boardsource.org).

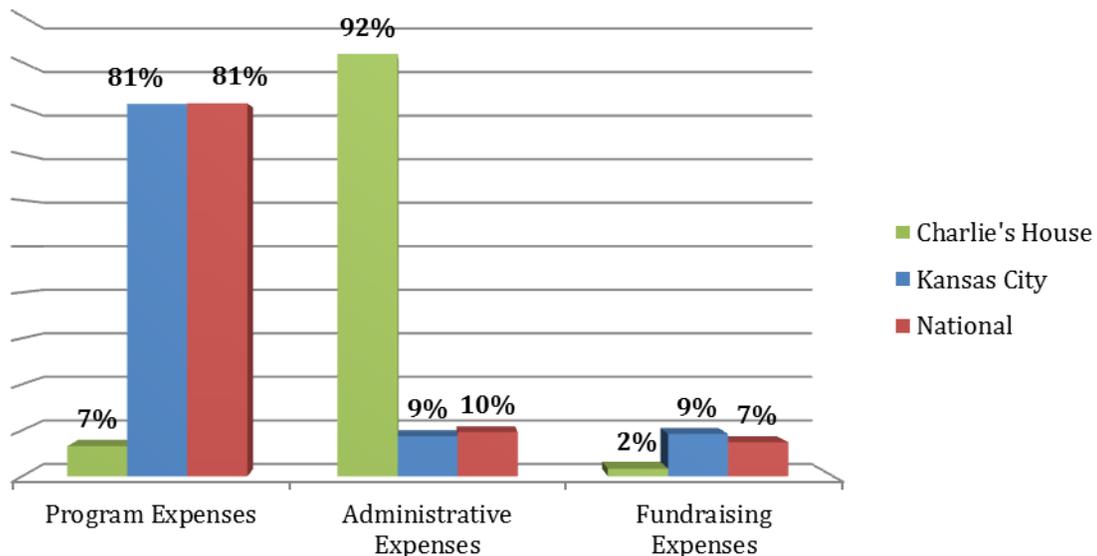
Fundraising for operational expenses has traditionally been one of the biggest challenges for nonprofits. The effects of inflation and increased program offerings have underscored the importance of having an adequate operating reserve. Corporate sponsorships and regular donor pledges can be unstable due to an uncertain economy. It makes sense for nonprofits to ensure diversity in resources for income rather than relying on a few traditional resources. (www.investmentplanners.com).

Measuring a nonprofit organization's financial performance is critical to both attracting donors and fulfilling the organization's mission. Three key metrics for tracking nonprofit financial performance are program expenses, administrative expenses, and fundraising expenses. The Better Business Bureau (BBB) is one of many ratings agencies that offer financial benchmarks to nonprofits. The BBB recommends allocating at least 65 percent of the budget to program expenses, while devoting 35 percent to fundraising and administrative expenses.

Charity Navigator, which analyzes nonprofit organizations, compares operating expenses at the city and national levels. The Charlie's House team added percentages from Charlie's House 2012 projected budget to Research Navigator's data for a detailed comparison, which is shown in the following graphic.

Since Charlie's House is such a relatively new organization, it is not surprising that its metrics don't match Charity Navigator's numbers. However, the board and leadership of Charlie's House should seriously consider developing plans to move toward a more typical breakdown. Many donors pay special attention to metrics such as these. Attaining the recommended levels of financial performance would meet established best practices and help ensure long-term success.

Comparison of Charlie's House, Kansas City and National Nonprofit Operating Expenses as a Percentage of Unrestricted Income



SWOT Analysis

The purpose of the SWOT analysis is to present concise observations pertaining to perceived strengths and weaknesses of the organization. In addition, the SWOT discusses opportunities and threats to Charlie's House.

Strengths

Strong board with a wide breadth of professional expertise

The board is comprised of representatives from a variety of backgrounds. Many of the board members are influential members of the community and have a wide variety of expertise and access to numerous resources.

Compelling story about Charlie

The events that led to the creation of the organization embody a message with which many people can identify.

Attractive, well-designed website

The recently redesigned Charlie's House website draws in visitors and clearly presents the organization's mission.

Organizational recognition of low community awareness

The organization is conscious of its low community awareness, and it is working to improve its profile with potential partners, donors, media and target market.

Weaknesses

Organizations with similar missions

The message of home safety is the focus of a number of established agencies that already benefit from strong community and media awareness. However, many Charlie's House board members are unaware of these safety organizations and are, therefore, unaware of collaborative opportunities.

Expert and third party validation

The organization's printed material and website provide no clear external references to existing research and data on the topic of children's home safety. Charlie's House also lacks endorsements from other organizations already promoting aspects of home safety.

Limited financial and time resources

While the capital campaign seems to be going strong, operational expenses exceed unrestricted income. Outside of the board of directors, a strong volunteer presence for community outreach efforts does not appear to exist.

Internal and external communication

Internal communication between board members and leadership could be improved. Initial interviews with board members suggest some miscommunication regarding the board's function and expectations of its members. The organization has no pre-defined external communications plan with constituents and the media.

Lack of access to information

It can be difficult to access timely and pertinent information such as benchmarks, financial statements, budgets, board credentials and board contact information.

Lack of awareness in the community and media

The organization does not benefit from community awareness of its mission or expertise. With the exception of relationships with some individual media members, the majority of media members do not recognize the organization.

Difficulties with message focus and target market

There is some disagreement and general misunderstanding among board members of what the organization's mission should be. While the organization speaks in broad terms to a wide variety of people, there is not a focus on clear target market defined by demographics such as age, sex, race and socio-economic condition.

Opportunities

Communicating home safety with kinesthetic learning

Hands-on learning can clearly communicate home safety to constituents and help educate at-risk population segments. Though other safety organizations offer similar information and resources, Charlie's House will be the only safety demonstration house in the nation. Providing the unique opportunity to learn about safety in this type of environment will help differentiate Charlie's House from similar organizations.

Partnerships with other safety organizations

With the sheer number of organizations (police departments, fire departments, hospitals and safety organizations) communicating home safety messages, great opportunities exist for partnerships that advance the Charlie's House mission. Collaboration will lead to increased awareness and access to resources, allowing Charlie's House to maximize its efforts to deliver the message of child safety to the community and become a well-known resource on the topic.

Construction of Charlie's House on Safety Street

The actual building of the house will generate buzz due to its very visible location on Safety Street, an area in mid-town Kansas City that is already a well-known safety education destination.

Outreach programs/Speakers bureau

Participation in such programs will give Charlie's House a platform to deliver its message and increase visibility among influential community partners.

Threats

Volunteer time limitations

Without a core group of veteran volunteers, the board and the executive director shoulder much of the work to keep the organization running.

Board time limitations

Heavy reliance on volunteer board members for planning and operations can inhibit timely execution of strategic plans.

Isolation from other safety organizations

Creating distance from other safety organizations based on competitive attitudes can hinder, rather than help, Charlie's House in the long-term.

Unrestricted operating income

Unrestricted operating expenses outpace unrestricted operating income by a substantial margin on an annual basis. These shortfalls can create a significant threat to the organization, and impair the organization's ability to accomplish its mission.

No clear plan to increase unrestricted operating income

To date, the organization has relied on a variety of campaigns to raise unrestricted operating income. The lack of a strategic approach to an operating income fundraising campaign poses a serious threat.

Shortcomings in capital campaign fundraising

An inability to raise the appropriate funds to construct the demonstration home would hinder the organization's ability to perform its stated mission.

Timely construction of the demonstration home

The inability to move forward on construction of the demonstration home would diminish community awareness, impede the organization's mission, and likely dissuade some potential donors.

Cost of the safety demonstration home

The high cost of building and operating the safety house could impede the organization's ability to conduct safety outreach programs.

Primary Research

The primary research stage involved contacting volunteers, board members, social media contacts, media members, and the general public to gather data about the awareness of the organization and the issue of child safety in the home. The data collected illustrates the opportunities for Charlie's House to become an information resource to the community and a communication channel for organizations with similar goals.

The marketing team employed several primary research methods. The team conducted one-on-one interviews with many board members, administered two distinct surveys to various groups, and sent a questionnaire to media members.

One-on-one interviews conducted with Charlie's House board members were in-person, over the phone and via email, depending on the board member's availability. The marketing team asked board members open-ended questions, and follow-up questions to the answers provided.

The marketing team also distributed two unique surveys with the goal of understanding community perceptions of child home safety. Volunteers and committee members received a survey through email, asking several questions regarding their perceptions and awareness. The team also created and sent a survey to the general public via email and social media sites. The purpose for sending two different surveys was to determine whether the perception of child safety issues is different for those who have an awareness of the organization, versus those who do not have awareness of the organization.

The marketing team administered all surveys through Survey Monkey. The team shared links to the survey on several Facebook pages and sent it to various email lists, including current and former University of Kansas Marketing Communication graduate students, the Johnson County Young Matrons, the Junior League and several personal contacts. The survey was also shared with more than 450 fans of the Charlie's House Facebook page.

In addition to board member interviews and general surveys, the team sent a list of questions regarding media awareness to media members at several local television stations and print publications. Charlie's House intends to have the message of child safety in and around the home reach the greater Kansas City community. The goal of this survey was to determine the effectiveness of Charlie's Houses message communication to local media outlets. The marketing team sent two bulk emails containing the survey to 118 reporters, editors and producers and received 21 responses, or an 18% response rate.

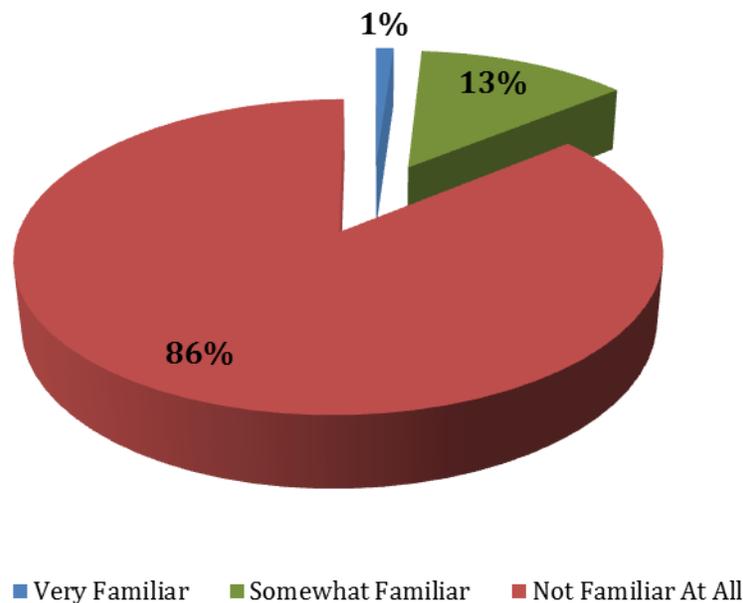
Research Method #1: Online survey to general public

To determine the level of awareness of Charlie's House in the greater Kansas City community, a survey was sent through social media and email channels. Approximately 650 surveys were sent via email to , and ninety-two people responded to the general survey, a response rate of 14 percent. Seventy-one were female (77 percent) and twenty-one were male (23 percent).

The following pages will summarize the team's findings, including trends in awareness and specific comments which form the basis for several recommendations.

Question 1:

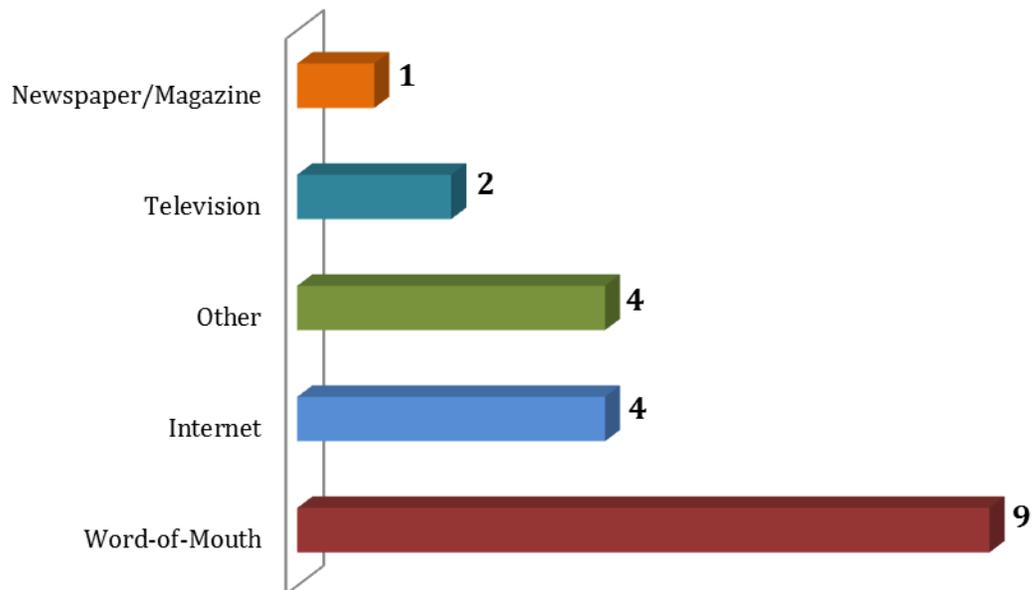
How familiar are you with the non-profit organization, Charlie's House?



When asked how familiar they were with Charlie's House, 86 percent were not familiar at all, 13 percent were somewhat familiar, and only 1 percent were very familiar. This demonstrates a noticeable lack of awareness in the community.

Question 2:

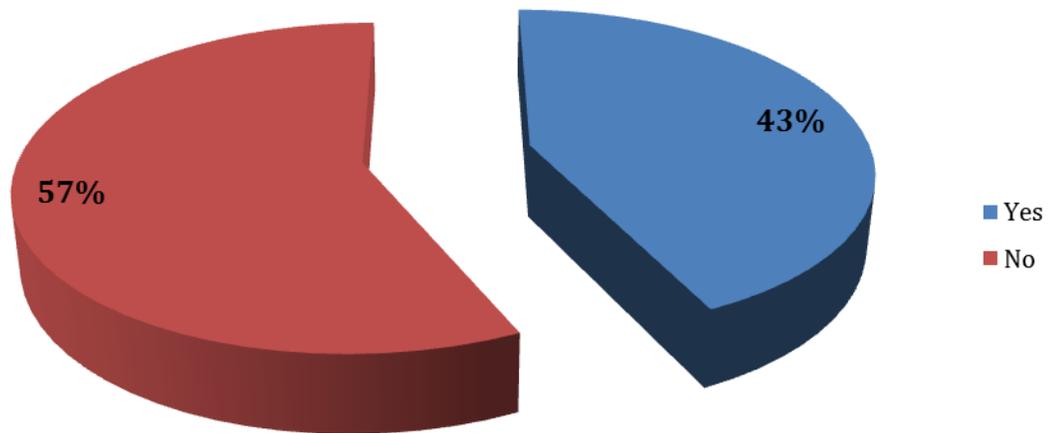
If familiar, how did you first hear about Charlie's House? (select all that apply)



When asked how they first heard about Charlie's House, word-of-mouth was the primary response. Nine people said they became aware of the organization by word-of-mouth. Internet and other each had 4 responses, followed by TV with 2 responses and print media with 1 response.

Question 3:

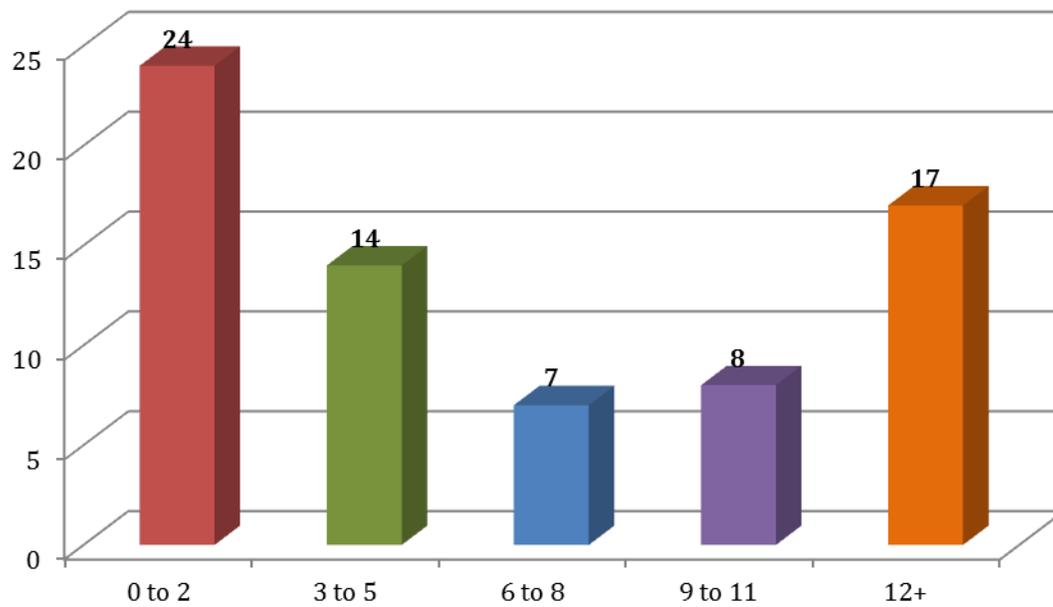
Are you the primary caregiver of a child or children under the age of 18? A primary caregiver is defined as a person who assumes the responsibility for the housing, health or safety of a child.



Fewer than half of survey respondents indicated that they are the primary caregiver of children under the age of 18.

Question 4:

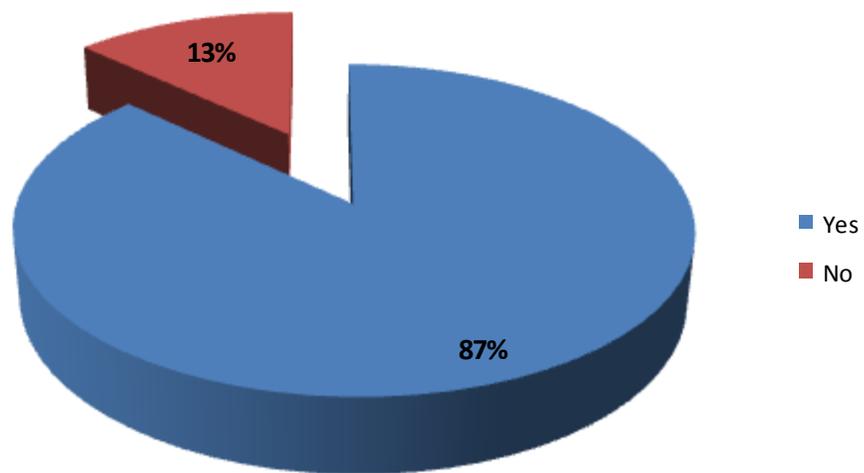
**How old are the children under your care?
(select all that apply)**



The majority of respondents, who have children in the home, indicated the age of those children as being 0 to 2 years old.

Question 5:

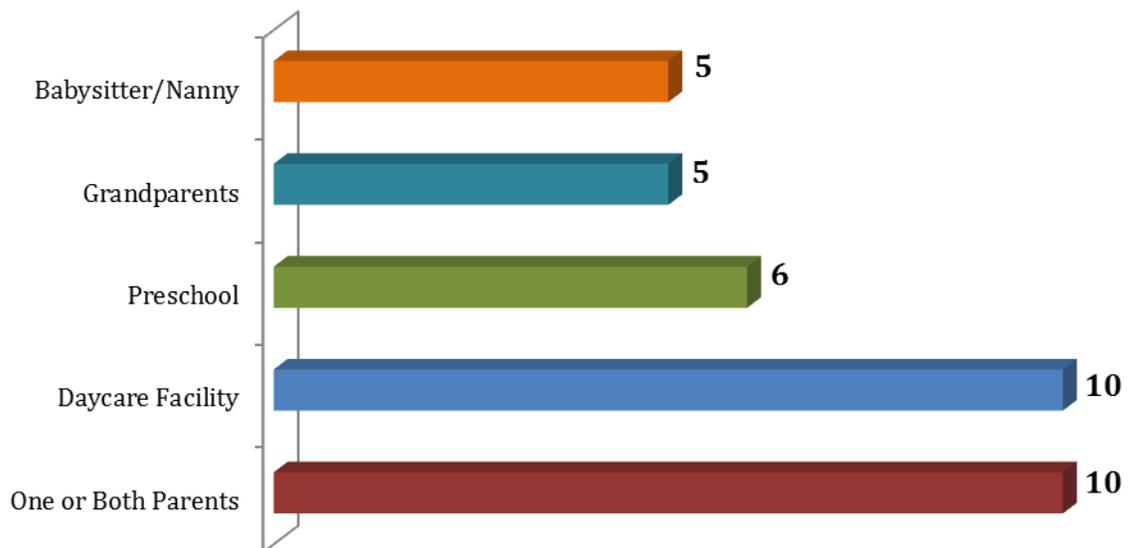
Do you and/or your spouse/partner work full time?



The vast majority of respondents and/or their spouse/partner work full-time.

Question 6:

**If you are the primary caregiver of children under the age of five, who cares for them during the day?
(select all that apply)**



When asked who cares for their children during the day, 10 marked one or both parents. Ten people also selected a daycare facility, while 9 said they send their kids to preschool. Five use a babysitter or nanny and 5 said they rely on help from grandparents.

Question 7:

What safety and childproofing steps do you take in your own home?

“Smoke detectors, childproof outlet plugs, child gates/closed doors on steps.”

“When friends visit with children, small objects are put where they can't be reached; all doors leading downstairs are shut; entry-ways that lead to rooms where kids can't be immediately viewed from the seating areas are blocked by chairs.”

“We have grandchildren and two small great grandchildren. I have gates I can put up and a bed rail. I am always with the two great grandchildren when they visit.”

“Plug covers, latches on cabinets, putting medicine out of reach, fire extinguisher, fire alarms.”

“Appliance and cabinet locks, door locks on stairwells and hook and clasps on outside doors, smoke and CO2 alarms, fire extinguisher.”

“Vigilance and careful placement of potentially hazardous objects.”

“Outlet covers, securing large items, cabinet locks, watching our child at all times.”

“We really haven't done much for childproofing our home other than the lower cabinets have clips on them to keep them shut. We do always leave the toilet lid down also.”

“Does not apply. My son is 6 years old and he does not need a lot of childproofing.”

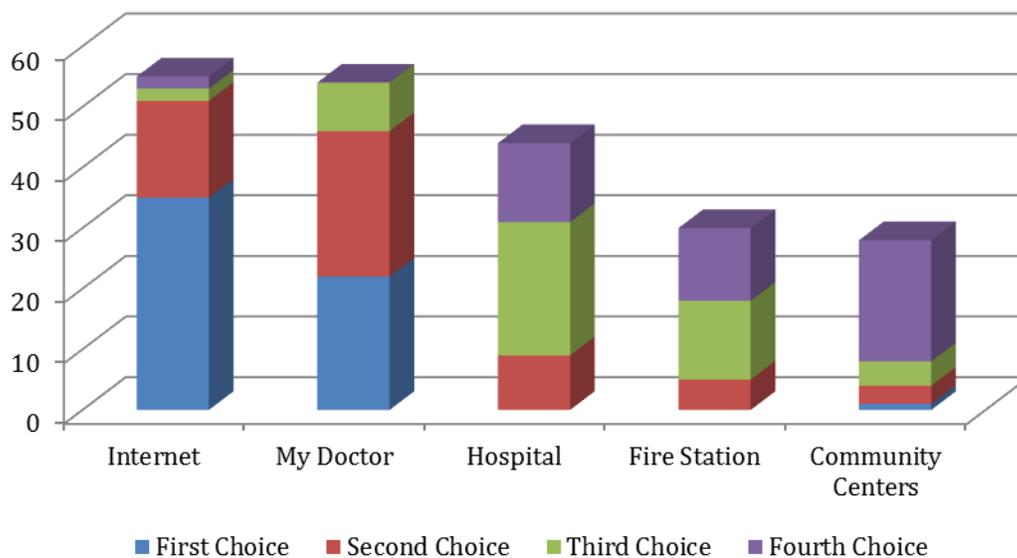
“Child-safety locks on cabinets containing poisonous material, padding on corners and edges of fireplace mantle, etc.”

“Outlet covers are the only 'extra' childproofing items we use. We teach from early on what is okay to touch/do in our house or anywhere else really. We help our children explore things with us if they are interested, so they are safe; or we direct them to another responsible person to help them if necessary.”

“Outlet covers, baby gates, cabinet and drawer locks, breathable crib bumper, furniture secured to wall so it can't tip over.”

Question 8:

**Where do you turn for safety tips and resources concerning childhood safety in the home?
(rank in order of preference)**

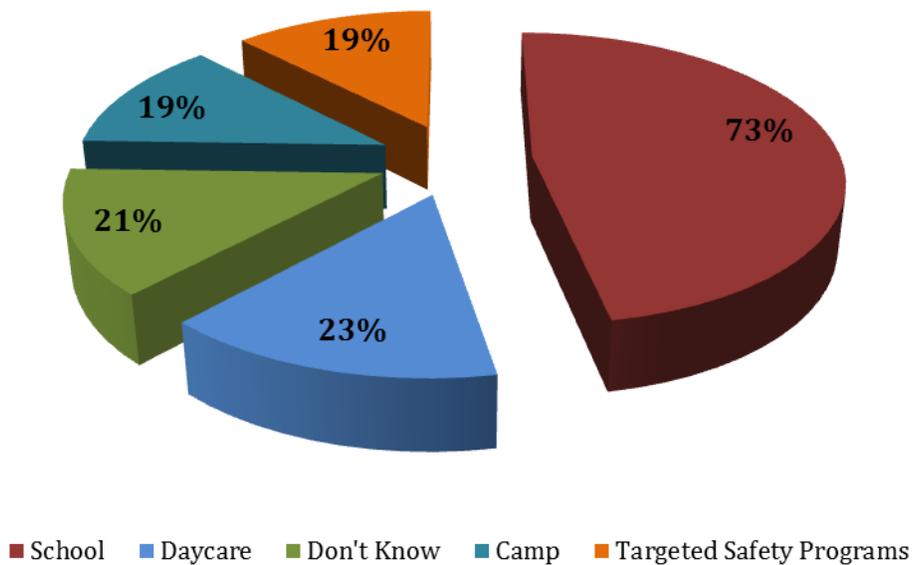


In addition to being asked what safety measures they are already taking, respondents were asked where they turn to learn more about childhood safety in the home. Respondents ranked their information sources in order of preference.

The Internet was the most popular choice, with 64 percent of respondents saying they would be most inclined to seek safety information online. Family doctors and hospitals were the second and third preferred resources, followed by fire stations and community centers.

Question 9:

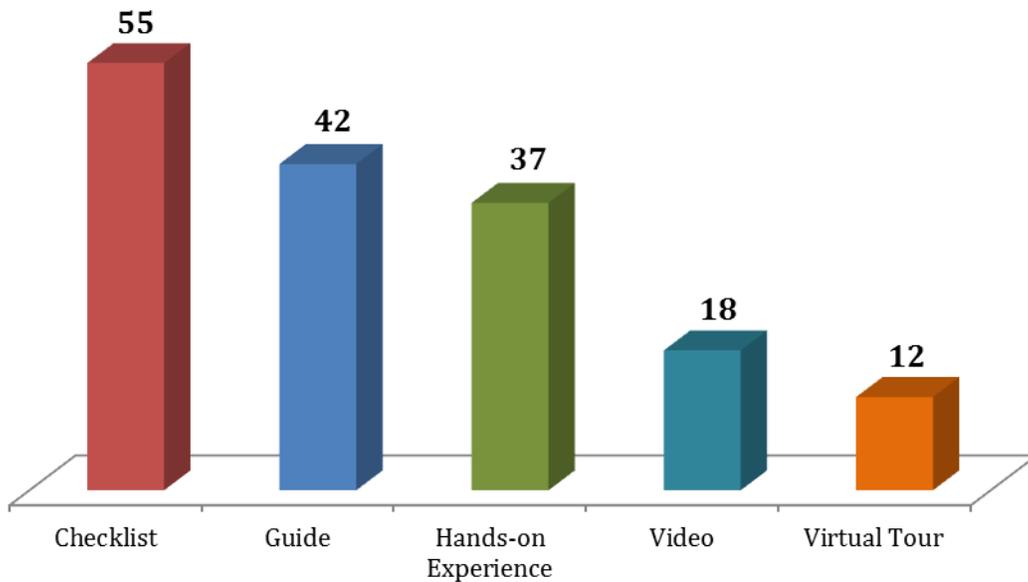
Have you kids learned any safety tips outside of the home? If so, where?



When asked if their children had the opportunity to learn any in-home safety tips outside of the home, 73 percent said their kids learned about safety at school. 23 percent said their kids learned safety tips in daycare. 19 percent responded that their kids learned about safety at a camp or a targeted safety program and 21 percent said they were not sure.

Question 10:

What are your preferred methods for receiving safety information? (select all that apply)

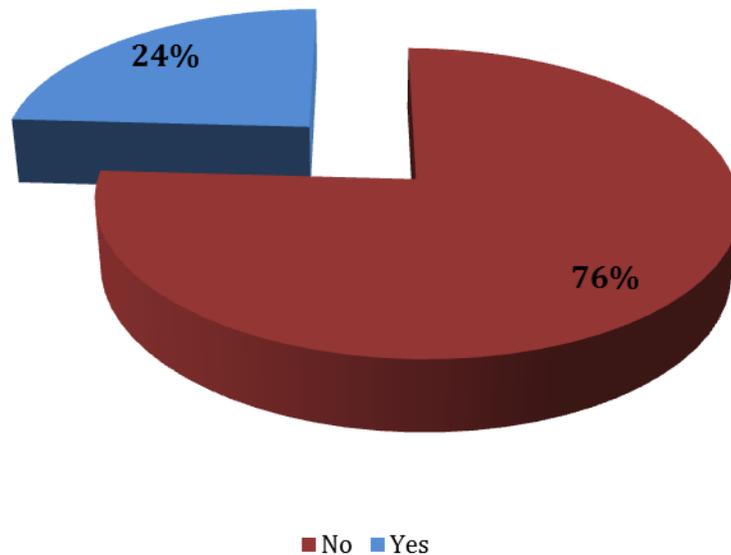


The marketing team asked survey recipients to describe how they preferred to receive safety information. Respondents could select more than one answer to this question. Respondents selected checklist as the preferred medium 55 times. They selected how-to guides 42 times.

Respondents selected a hands-on experience 37 times, or 23 percent of all selections. Visual learning styles were the choice 18 times for video and 12 times for virtual tours.

Question 11:

Do you know of any safety organizations that provide hands-on demonstrations?



When asked if they knew of any safety organizations that provided hands-on demonstrations, only 24 percent of respondents said yes.

Respondents also provided names of several organizations that provide hands-on demonstrations. Here are some of the responses:

“Red Cross”

“Charlie’s House and the Prairie Village Fire Department”

“Police department, fire department, schools, churches”

“Boy and Girl Scouts”

“Safety Street in Kansas City, MO”

“Local hospital or local health organization”

Question 12:

If you were searching for safety tips on the internet, what search terms would you try? Example: Playground Safety

Respondents shared some of the search terms they would use if seeking information about child safety in the home online. Here are some of their responses:

“Emergency Care for Children”

“Poison control”

“Child Safety”

“Electrical/Fire safety”

“Child safety in the home”

“Baby proofing”

“Fire safety tips”

“Infant safety”

“Home safety”

“Daycare safety”

“Childproof measures”

“CPR”

“Safety kids”

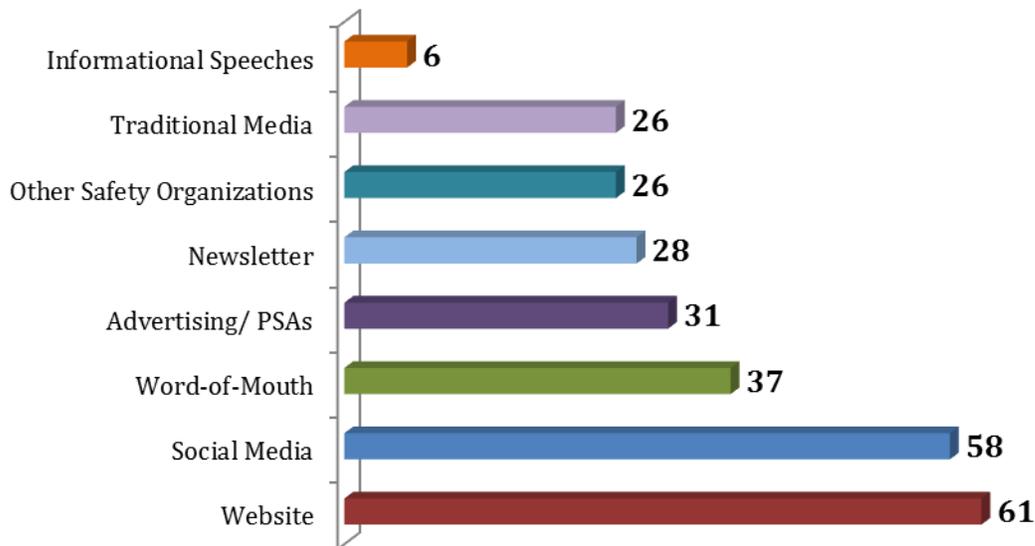
“Internet Safety”

“Home safety tips”

“Tips to keep your children safe in the home”

Question 13:

Which of the following communications channels is the best way to reach you with more information about Charlie's House? (select all that apply)



Finally, respondents described how they preferred to receive messages about Charlie's House and childhood safety. Respondents could select more than one answer to this question. Online communications channels were the leading selections, with 61 website selections and 58 social media selections.

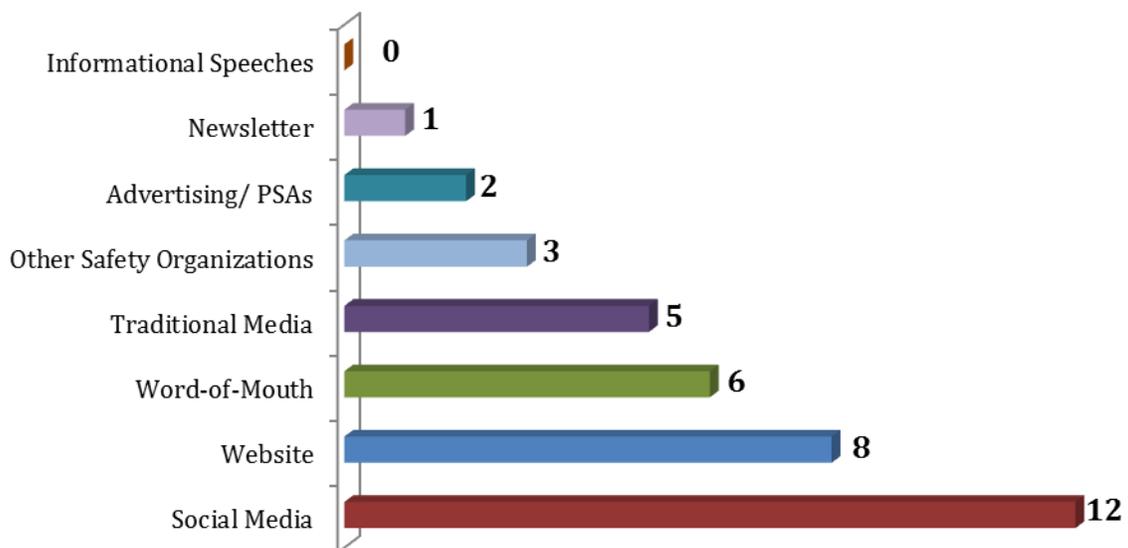
Respondents also preferred word-of-mouth and outreach efforts such as advertisements and public service announcements with 37 selections and 31 selections, respectively. Respondents selected newsletters as communications preference 28 times. Other safety organizations and traditional media each had 26 selections. Six respondents said they would be interested in learning about Charlie's House through informational speeches.

Research Method #2: Online survey to Charlie's House friends and volunteers

There were only 18 total responses to this questionnaire, and 50 percent of those respondents said they live outside the Kansas City metropolitan area. The results from this survey were inconclusive for the purposes of segmenting awareness of the organization in the Kansas City community.

Question 13:

Which of the following communications channels is the best way to reach you with more information about Charlie's House? (select all that apply)



Responses do indicate that the organization has reached and been received by a larger audience. Those relationships can become useful as Charlie's House volunteers and board members continue development of the organization's community network.

Research Method #3: Board member interviews.

One-on-one interviews with individual board members, staff members, advisory board members and steering committee members provided insight about Charlie's House operations and goals. The marketing team sent an email explaining the interview process and conducted interviews in-person or over the phone. Interviews ranged in length from 20 minutes to one hour. The team conducted 10 interviews between Feb. 10 and March 11.

Based on interview results, board members became involved with the organization for a variety of reasons. Some had a personal connection with the Horn family and wanted to help after Charlie's death. Others said they heard about the organization and reached out to see how they could help. Leadership also recruited certain board members because of the talent and expertise those individuals could bring to the organization. Some of the respondents have been involved from the inception of the organization and some have only been involved for a short amount of time.

Each of the board members interviewed said he or she is highly active in the organization. Members are active either through the amount of time spent each week furthering the organization's goals, or through the expertise and resources they are able to provide.

The marketing team found varying opinions about how the organization functions, but many interviewees agreed that Charlie's House has room for improvement. Some respondents were optimistic about the future of the organization, saying it is in a better position than it was a year ago. Others expressed concern over the sustainability of the organization. They said limited resources and the lack of concrete fundraising initiatives could make sustaining operations difficult moving into the future. Overall, respondents felt positive about the organization. However, they would like to see additional strategic planning to ensure that Charlie's House is able to continue delivering its message.

There is some disagreement among those interviewed regarding the level of community awareness of Charlie's House. Most acknowledged that there is an overall lack of awareness in the Kansas City community. However, many believe that awareness has grown over the last few years and continues to do so.

When asked about using community advocates to spread the word about Charlie's House, most mentioned Christa Dubill, a former board member and local reporter. All interviewed board members believe that community awareness will increase greatly with the completion of the safety demonstration home. They are confident that a physical resource in the community will generate buzz and increase public knowledge of the organization.

Question 1:

How did you get involved with Charlie's House?

“Jenny Horn did a presentation at Children’s Mercy. It was a compelling story and offered such a clear message. It was just a natural-a perfect fit.”

“I worked with Charlie’s mom at Cerner. The Horns asked me if I would help with legislation in Missouri.”

“I was introduced by a third party. I had an acquaintance who was asked to be on the board, but couldn’t because of other commitments. She recommended I take her place.”

“I reached out to the family immediately following Charlie’s death because I felt there was something parents all over KC could learn. I developed a close relationship with the family and was asked to join the newly-created board a few short months later.”

“We used to live next to the Horns. We moved away before Charlie’s death in 2007, but it really affected our family. When we heard what happened, I told Jenny I would really like to help. I started out as a volunteer and joined the board in 2009.”

“My brother-in-law was on the board and asked me to join and help with the finances.”

Question 2:

Please provide an overview of your involvement with the organization.

“I’ve helped with Charlie’s Boutique in the past, but we aren’t doing that this year. I work with the potter who creates the Charlie’s House platters. I’m technically the spokesperson for the organization and was recently contacted by USA Today about four child deaths in Chicago.”

“My company makes staff support available through research and development. I have negotiated the lease on the land for the location of the house. I have also contributed to the information on the website’s virtual house.”

“I’m very active. I will be the chair of the board next year and am currently the chair of the fundraising committee. I spend about 16 to 20 hours per week working on Charlie’s House.”

“I assist in delivering the message about how families with young children can keep them alive.”

Question 3:

What are your thoughts and opinions on the function of the organization? Is it efficient? Is there room for improvement?

“The operating budget (unrestricted income) needs a lot of work. We are very focused on the capital campaign right now, but need to also think about how to keep the lights on once the house is built. Having more organized annual events would help raise money for operations and create awareness.”

“I have concerns about sustainability in terms of operating costs because we all do. I feel like we are getting stronger in our procedures, but I am concerned about sustainable income. We really need to develop our own fundraising initiatives instead of relying solely on third-party donors. I would really like to see a signature event or two.”

“There are always challenges with a not-for-profit. With limited resources and a lack of volunteers, the challenge is to keep the momentum moving forward.”

“In general, I think it functions fairly efficiently. I’m not sure about the other committees, but the fundraising committee has improved and gained a sense of direction. It was a little disjointed before.”

“We need to create a system for long-term credibility if we want donors to continue supporting us. Pledges will go away if they think we can’t support ourselves.”

“I don’t think there is enough communication. We don’t have enough people and we’re not reaching people in a significant way. There needs to be a stronger push in a lot of different places and we need to get the message out in many different avenues. A messaging strategy needs to be developed. It’s not really there and we’re kind of floundering.”

“Overall, it functions pretty well. It’s better than it was a year ago - it’s becoming more structured. I’m not sure if everyone has a full understanding that each individual plays a role in fundraising and how important that is. We also need to capture information about people we reach when we’re out in the community. We touch all of these people, but no one ever captures their information to follow up with them again.”

Question 4:

Based on your observations and involvement with Charlie's House, do you have any suggestions or insights into best practices as it relates to dollars and volunteers?

“There is no predictable income and donations barely cover staff salaries. Sustainable fundraising programs need to be put into place and collaboration with other safety organizations could help in terms of administrative and financial support.”

“We're really focusing on our budget right now and taking steps to be as lean and mean as possible. We want to make sure all funds are going toward the ultimate goal of the safety house. We often look at ways to be cost-effective.”

“We need to capture information from individuals we touch and communicate with them, remind them and ask them for money. We also need to continually reiterate the message that everyone is responsible for fundraising - not just the executive director and the fundraising committee.”

“I think we need to develop a golf tournament or some sort of signature event. Even if it doesn't raise much money the first year, it could help with recognition and awareness. You start small and grow. Other non-profits have five or six events each year. We have to have our name out there in that special circuit, but we don't really have anything like that.”

“The committees are very organized, but more commitment from the board members would be better. Some are very committed and some not so much.”

Question 5:

How would you describe Charlie's House if it were a person?

“Charlie's face is the first thing that comes to mind. Charlie was only two when he died. He was still learning and growing. The organization is similar. It's still young and taking first steps, but will hopefully grow into something more established.”

“It is an energetic teenager with basic life experience, but lots to learn and accomplish.”

“I want to describe it as a family—a dysfunctional family that still gets along. We have a great mission and story, but are so disjointed internally. As an individual, it might be described as a socially functional schizophrenic.”

Question 6:

In your opinion, is there a strong community awareness of Charlie's House?

“I think that it is getting better and awareness is increasing. It's much better than last year. When I talk to community groups, there are a few people who will say they've heard of Charlie's House before. However, it's still not the first thing people think of when it comes to in home accidents.”

“I think there's a growing awareness. Strong might be a little aggressive at this point, but it is definitely growing. I have been asked about it by various people before, but still think that there is work to be done.”

“We have a ways to go. We want to be a recognized resource.”

“Not yet - it's in its infancy. The house will help build awareness.”

“I think it is sorely lacking. Anybody I talk to says, 'I've never heard of it.' No one has heard of it. So, we don't have a loud message out there.”

“I don't think it's hugely known. I think people remember 'something like that' or even remember Charlie's story. But for those who know about it, they are dedicated and work to spread the message.”

Question 7:

Who do you think the target audience is? Who should it be?

“It’s a broad range. It’s new parents. It’s parents who have a variety of aged children. It’s grandparents who have kids coming into their homes. It’s kind of a re-awareness for them. The demographic is big...20 years old to 70.”

“We have two audiences. From an educational perspective it’s primary caregivers. From a fundraising perspective it’s older people, mainly grandparents. People who have more money to spend and can appreciate what we’re doing.”

“Expecting and young families, probably in the urban core. That is why we chose the spot for the house where we did. That location helped get us funding, too. People don’t seem to think that Johnson County needs help with this, but they do. I live in Johnson County- this can happen anywhere.”

“It’s parents and grandparents primarily, but we’re expanding to other caregivers.”

“Caregivers of all kinds.”

Question 8:

Do you have any advocates to spread word of mouth?

“Christa and other folks in the media have helped. Safe Kids is a great partner. We have connections to pediatric offices, which is a huge asset.”

“We do have it a little bit, but it stems from involvement and relationships with board members and personal relationships.”

Question 9:

What is the climate for working with other organizations? Is this something that board members would be open to?

“Working with other organizations is needed and we have discussed this as Board. I think the number #1 rule of business is to stay in business, but we want to be a partner, not a little sister. We can be like a safety corridor of information. We have not considered a merger and that is definitely thinking outside the box, but it might be something we’d consider.”

Research Method #4: Questionnaire sent to local media members.

In order to assist Charlie's House in its mission to increase awareness, the team contacted local media members to determine the level of coverage previously given to Charlie's House and home safety. The questionnaire also provided insight to the local media's awareness of Charlie's House.

The marketing team sent two bulk emails containing the survey to 118 reporters, editors and producers, and received 21 responses, an 18 percent response rate. Targeted media personnel work for *KCTV*, *WDAF*, *KSHB*, *KMBC*, and the *Kansas City Star*. Overall, the responses indicate a lack of awareness of Charlie's House and home safety issues among local media members.

Question 1:

Prior to this communication, had you ever heard of Charlie's House?

With the exception of a few respondents, the majority of media members were not previously aware of the organization.

“Prior to getting this email, no I did not. The website looks very interesting.”

“It rings a bell...vaguely.”

Question 2:

How many cases, if any, concerning childhood household injuries in the KC metro area do you report on each year?

Responses to this question varied widely, depending on the role of the media member in their organizations. Coverage of childhood injury or death ranged from none at all to several per year.

“Too many to count. I can think of two in just the last month.”

“I would estimate four to five cases a year.”

Questions 3:

Do you take any special measures to increase public awareness of childhood safety in the home?

Many reporters indicated that they do not take special measures to raise public awareness of home safety.

“Anytime a child dies in some kind of ‘preventable fashion’ I always try to get the police to talk about that so we can increase awareness about how this could have been prevented.”

“In every story I strive to include what led to the accident, how it can be prevented, things people/parents should look out for, etc. Outside of that, not too much, sadly.”

“Only if we are reporting a story on an injury or death in the home do we offer tips to the public - we are more responsive to these kinds of stories than proactive.”

“We don’t do anything particularly special. However, if there is an egregious case we might do a story on preventing it from happening again (in the case of an accident).”

Question 4:

What other organizations are you aware of that promote home safety?

Most reporters were unaware of organizations that promote safety in the home.

“I can't think of any specifically, other than the auto safety (car seat) people, but I guess that's not really in the home. There are lots of health organizations that focus on obesity issues, but none I can think of with that specific focus.”

“Off top of my head, I am not particularly aware of any that promote safety in the home, other than perhaps fire and police departments, perhaps the Red Cross, and health departments in the various cities and counties in our metro. Children's Mercy Hospital often focuses in these topics too. Those are the organizations we might very well turn to if we are doing a story as described above.”

Question 5:

Based on your knowledge of the topic, do you believe that childhood safety is an issue adequately addressed in Kansas City?

Responses to this question varied. Some media members think there is adequate coverage of childhood safety, while others do not.

“I feel like we talk a lot about health issues, fire issues, preventing kidnapping and really scary stuff, but there is not really a lot of focus on dangers in the home.”

“I wouldn't say the issue is being neglected, but the more I think about it, a specific resource would be helpful/beneficial for everyone.”

“When it comes to this type of issue, it is not being addressed.

I don't necessarily have an opinion on that, but I would say anytime you can promote childhood safety in the media that's always a good thing. Sadly, those stories typically arise in the wake of an accident.”

“I believe it is addressed enough. I am a parent and get most of my information, however, online from resources not in KC.”

Question 6:

If a story comes your way regarding an in-home accident that results in the injury or death of a child, who would you turn to as a resource on childhood safety?

Numerous respondents said they would contact physicians at Children's Mercy Hospital for expert information on childhood injury and death.

Others said they “try to match experts with the incident.”

Some additional organizations listed were, the Kansas City Health Department, Kids and Cars, KDHE, the National Safety Council, the Consumer Product Safety Commission, Poison Control Center, local fire and rescue departments, county child protection agencies, and local police departments

“Likely Charlie’s House, the police, or Children’s Mercy.”

“I am aware of several organizations that promote education and safety for children for a variety of settings/issues, but not specifically in the home.”

“Children’s Mercy Hospital would probably be my initial contact or ‘go to’ for an issue involving a childhood household injury.”

Question 7:

Charlie's House is building a safety demonstration home on Safety Street in KCMO. Would you have interest in reporting on this story?

Almost every respondent indicated that he or she would be interested in covering an event like the opening of the safety demonstration home.

“We would certainly cover an organized event...especially if it had real life, visual examples and someone like Charlie's family there to talk to us at the event.”

“Absolutely. If we are made aware of the grand opening, or of other opportunities to let people know about this new demonstration home I can see us doing a story on it.”

“Absolutely. I could push for news coverage.”

Question 8:

What are some efforts Charlie's House could make to gain more media exposure?

Most respondents offered their ideas about how Charlie's House could gain media exposure. Many of the suggestions could be effective tactics for increasing media coverage.

"I think the critical thing from a reporter's perspective is just making yourself available. Reporters need your cell number and you need to say 'yes' every time we call. We work on very quick, tight deadlines and if we can't rely on someone being available for an interview, then we won't call you."

"Be aware of these stories in the news, and call us to offer your experts' perspectives. We may not know about you, but you know about us. Feel free to call and say 'hey I heard about this, here's a perspective we could offer for a story.'"

"Alert us of household safety concerns, especially bizarre ones that people may not have considered. Be available when we need an expert to talk to."

"Valid studies of safety issues. Publicize little known but serious hazards."

"Ask physicians and others to call reporters recommending Charlie's House. "

"Monitor incidents in KC area and send out press releases on topic when incidents happen."

"Personal stories of families are great; press releases to everyone get less attention."

"Press releases always work but need to be sent to individual anchors and reporters, not just the news desk, so it doesn't get lost in the pile of daily emails."

"When there's any type of home injury incident that gains media attention nationally, someone should contact us quickly and offer to comment."

"Contact reporters directly. Sending an email to the newsroom normally doesn't work depending on the station."

Question 9:

Do you have any additional comments?

“I think the only thing I'd add is to underscore developing media relationships with as many key players at the various outlets as you can. That way you become a good and reliable resource. Also, make folks involved with Charlie's House easily accessible, even on weekends. Cell numbers and having someone available on short notice can make a huge difference. TV news particularly works on a very short and tight deadline, the next show up. And often when stories arise where a good resource on childhood safety is needed on weekends or at night. Perhaps have an on call public information contact available to field those calls.”

Secondary Research

Two different types of data and studies are published on accidental childhood injuries and death. First, many agencies release retrospective analyses on an annual basis. Second, other organizations release studies that analyze data across multiple years. Although there is value in viewing annual numbers, those reports do not typically provide enough data because of event frequency to establish statistical trends. Therefore, multiple-year studies are usually more valuable.

Safe Kids Kansas describes its 2011 and 2012 reports as follows: “While a limited amount of demographic data including race and poverty level are included in the report, analysis of the data did not reveal a statistical significance of injury risk related to these common identifiers.” However, since those reports are limited snapshots in time so we would not expect to find trends. By contrast, other studies exist that allow us to see that a clear relationship between socio-demographic condition and childhood injury exists.

Researcher Jyothi Nagaraja, et al., reported on wide-ranging data in his 2005 study, “Deaths from Residential Injuries in US Children and Adolescents, 1984-1997,” published in *Pediatrics*. The researchers found:

From 1985 to 1997, an average of 2822 (55 percent) of 5103 annual unintentional deaths in US children with a known location of injury took place in the home environment. The annual number and incidence of fatal residential injuries decreased by less than 22 percent, from 2973 (4.2 per 100 000) in 1985 to 2310 (3.0 per 100 000) in 1997.

TABLE 1. Place of Occurrence of Deaths Classified as Being of Unintentional Intent in the United States for Children 0 to 19 Years of Age, 1985–1997

Place of Death	Deaths	
	Average No. Each Year	%
Total	5103	100.00
Home	2822	55.31
Recreation and sports	327	6.42
Farm	123	2.42
Public building	101	1.98
Street or highway	84	1.64
Industrial	73	1.42
Residential institution	29	0.57
Mine and quarry	15	0.30
Other specified place	841	16.49
Place not specified	687	13.46

The death rate as a result of residential injury was highest in children who were younger than 1 year (12.6 per 100 000) and 1 to 4 years (7.9 per 100 000) compared with older children, boys compared with girls (4.9 vs 2.8 per 100 000), and black children compared with Caucasian children (7.0 vs 3.3 per 100 000). The highest death rates were attributable to fires, submersion or suffocation, poisoning, and falls (454-461).

TABLE 2. Annual Average Number of Unintentional Residential Deaths, Proportion of Deaths That Occurred at Home, and Death Rates per 100 000 (Averaged Over the Years From 1985–1997)

Variable	Levels	Mean Deaths	Mean Proportion* Death	Mean Death Rate†
Age	<1	483	93.45	12.58
	1–4	1181	80.83	7.89
	5–9	413	62.41	2.28
	10–14	314	49.76	1.79
	15–19	431	38.09	2.38
Gender	Male	1821	58.38	4.89
	Female	1001	77.78	2.82
Race	White	1947	62.46	3.34
	Black	779	69.98	6.99
	Other	96	54.95	2.91
Region	Northeast	379	66.28	2.78
	Midwest	713	66.86	4.04
	South	1160	63.14	4.58
	West	571	61.17	3.55
Season	January–March	752	78.56	1.04
	April–June	673	55.07	0.92
	July–September	684	52.63	0.94
	October–December	713	76.98	0.98
	Weekday (per day)	373	67.1	0.51
Weekday/weekend	Weekend (per day)	427	61.2	0.58
	Poisoning all	148	70.29	0.20
	Falls	97	42.43	0.13
Injury mechanism	Fire or flames	1095	97.79	1.51
	Natural and environmental	38	39.17	0.05
	Submersion/suffocation	970	49.58	1.33
	Other injuries	474	60.05	0.65

* Proportion of unintentional deaths that occurred at homes for children <20 years of age = (total number of unintentional residential deaths/total unintentional deaths) × 100.

† Unintentional residential deaths per 100 000 population.

Nagaraja and his team also identified the following pertaining to race and the risk of accidental injury and death:

The risk for fatal, unintentional injuries at home was twice that for black children compared with Caucasian children. The higher rates of injury-related deaths caused by fires for minority children in this study likely reflect the higher overall rates of home-related injuries associated with poverty or lower levels of education (eg, as a result of type and condition of housing, substandard housing, and lack of building code enforcement) (459).

A 2003 study of 693 childhood accidental deaths in New Zealand titled, “Child mortality, socioeconomic position, and one-parent families: independent associations and variation by age and cause of death,” by Tony Blakely et al., identified the following key findings:

- Socioeconomic position is associated with child mortality at all ages and for all major causes of child death.
- Four socioeconomic factors (household income, parental education, car access, and neighborhood deprivation) were all strongly associated with child mortality, but the association of occupational class was weaker.
- Modest associations of household labor force status and family type (one-parent families) with child mortality are likely due to socioeconomic position.
- Neighborhood socioeconomic deprivation is associated with child mortality over and above the household and parent socioeconomic position, meaning children in poor neighborhoods are at increased risk of injury or death regardless of the socioeconomic condition of their own home (411).

Researcher Janet Currie indicated some of the reasons behind increased occurrence of childhood injury and death in her 2005 article, “Healthy, wealthy, and wise: Socioeconomic status, poor health in childhood, and human capital development,” published in the *Journal of Economic Literature*. Currie contends that in most cases, it simply comes down to money:

First, the budget constraint will be less binding in wealthier families, and these families will be able to purchase more or better quality material health inputs. Inputs include factors such as better quality medical care and food, as well as safer toys, housing, and neighborhoods. Set against this is the possibility that parents with a higher value of time in market work will invest less time in child health production... Lower socioeconomic status is, however, not only a matter of what inputs one can afford to buy, but also a matter of what one can do and chooses to do with the inputs one has at hand. Parents of lower SES (socioeconomic status) may have different past experiences with the health care system or health beliefs...” (89).

Recommendations

The following strategies, recommendations and tactics combine the marketing team's primary and secondary research with both nonprofit and marketing best practices. Some of the recommendations offered intentionally repeat across strategies, reflecting the multiple outcomes possible from implementing individual tactics.

Strategy #1: Increase collaboration with other safety organizations

By creating working partnerships with similarly focused organizations, Charlie's House could continue to emphasize home safety, while sharing resources, opening communication channels and increasing awareness for the unique offering that is Charlie's House with reciprocal organizations.

A recent study by Safe Kids USA stated that part of the organization's call to action must be to "create public/private partnerships to encourage corporate and institutional involvement in injury prevention efforts." Charlie's House could similarly benefit.

Tactic: Leverage relationships online

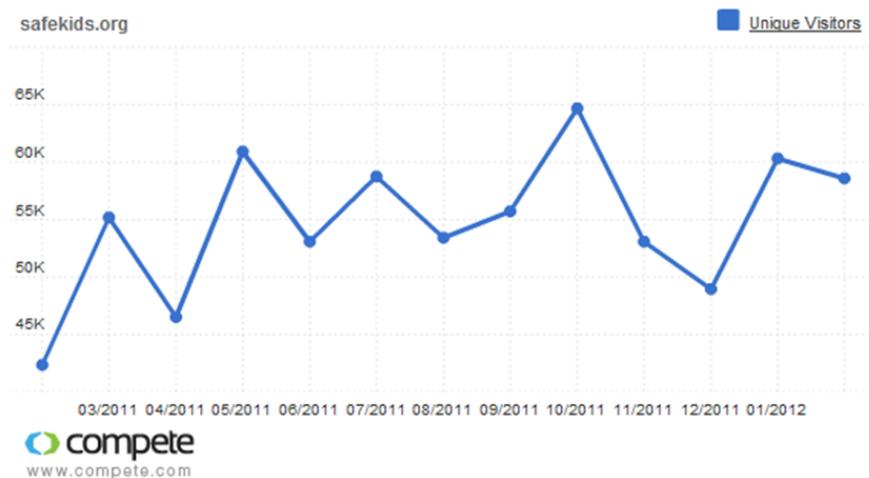
Since online research is a primary tool for those seeking help with child safety issues, reciprocal online collaboration with other safety networks is a key to building awareness for Charlie's House.

Recommendation #1: The more places that Charlie's House is linked and listed, the more chances people will have to find it. In other words, enable direct links to and from similar sources to dramatically increase the chances that Charlie's House will be found and referred to in online searches.

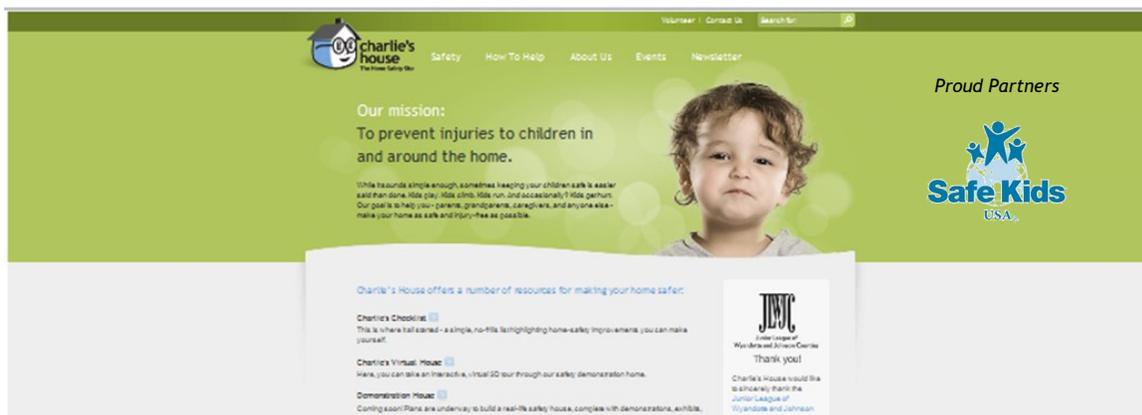
In Own Your Niche: Hype-Free Internet Marketing Tactics to Establish Authority in Your Field and Promote Your Service-Based Business, author Stephanie Chandler describes the online optimization that occurs for websites involved in anchored links to and from other similar organizations, which improves the exposure for all of those connected through hyperlinks: "One of the criteria that the search engines use to rank website pages is the number of inbound links pointing to your website from other websites. More importantly, they look at how many links from *high-traffic* websites are pointing to your pages. If a popular website features a link to your site, it shows the search engines that your site is relevant."

Recommendation #2: Charlie’s House also should take advantage of websites such as Compete, which will perform free instant web traffic analytics that will help to identify high traffic websites that would be ideal links for Charlie’s House.

The Charlie’s House website does not appear to share a significant cross-promotional networking relationship with other like-minded organizations. Safety Street and KC Can! seem to be on the short list of website listings where Charlie’s House appears.



Recommendation #3: Partner with other home safety organizations. Charlie’s House appears weakened by the isolation from other child safety organizations. Membership and partnership with more established safety organizations not only will add to the awareness of the organization (and the issue of child safety in the home), but it will also allow Charlie’s House to appear as a part of a larger network of hospitals and agencies dedicated to keeping kids safe.



Tactic: Further Develop Relationships with Customers; Donors, Volunteers and Target Markets

The voice of the customer is important to understanding what the audience wants and needs from an organization. Allowing customers to share stories, ask questions and offer ideas will help build a community of awareness for Charlie's House.

Recommendation: Provide a forum for online sharing among parents and caregivers. If a forum cannot be installed on the Charlie's House website, link to one that is currently operating through a partner organization and engage in the conversations. These conversations allow Charlie's House the opportunity to answer questions, direct customers to other experts, announce initiatives and discuss fundraising successes and objectives.

The screenshot shows a Facebook group page for 'Home Safety'. The page has a navigation bar with links: Home, My Page, Members, Forum, Groups, About, Our Blog, and Safe Kids USA. The group is created by Vivi Cassella and has 22 members. The main post is titled 'Home Safety' and features a photo of a staircase. The text of the post reads: 'The safest place for your child should be your home, but every year thousands of children are injured or killed as a result of preventable injuries that happen at home. To avoid this, take simple prevention measures and supervise your little ones. Members: 22 Latest Activity: Oct 24, 2011'. There are social media sharing options for Share, Twitter, and Facebook. Below the post, there are four resource cards: 'Babies (0-12 months) at home', 'Little Kids (1-4 years) at home', 'Big Kids (5-9 years)', and 'Pre-teens and Teens (10-14 years)'. Each card has a 'Read more' link. On the right side, there is a 'Members (22)' section with a grid of member photos and a 'View All' link. Below the members section, there are three promotional banners: 'Find Safety Tips' with a list of categories (Babies, Little Kids, Big Kids, Pre-teen/Teen, Special Needs), 'Stay Informed' with a 'SIGN UP FOR SAFETY NEWS' button, and 'We Believe' with a 'JOIN US AND SPREAD THE WORD!' button.

Australia's Kidsafe house is a perfect example of a similar organization that is making the most of its collaborative efforts. The Kidsafe house is the only other child safety organization in the world that provides a physical demonstration home. It shares the same unusual focus on in-home safety as Charlie's House, but it collaborates with numerous similarly motivated agencies to provide donors, partners and volunteers full access to extensive information beyond its own particular priorities.

Australia Kidsafe is a member of Safe Kids International, which helps to create high exposure and instant credibility for the organization. It also lists 37 partner organizations on its website with links to helpful information related to child safety. This online cross-promotion does not diminish the message of child safety in the home; it adds value to the Kidsafe message.

The integrated network of child safety organizations allows for increased exposure to donors and those who support similar missions. Rather than translating information that has already been researched and published, each partner organization simply directs visitors to other experts. This macro management technique shows an openness to share information and concern for the greater purpose over autonomy.

HOME ABOUT LINKS SPONSORS HOT TOPICS CONTACT

Links

Kidsafe is the leading non-government, not-for-profit charitable organisation, dedicated to preventing unintentional childhood injuries and reducing the resulting deaths and disabilities associated with injuries in children under the age of 15 years.

Australian Links

- Australian Confederation of Paediatric and CHNs
- Australian Indigenous Health InfoNet
- Australian Institute for Health and Welfare (AIHW)
- Choice
- Farmsafe Australia
- Monash University Accident Research Centre
- Research Centre for Injury Studies (Flinders University)
- NSW Injury Risk Management Research Centre
- Playgroup Australia
- Poisons Information Centre (PIC) Australia 13 11 28 - 24 hours a day, Australia Wide
 - New South Wales PIC Website
 - Queensland PIC Website
 - Victorian PIC Website
 - WA PIC Website
- Product Safety Australia
- Queensland Injury Surveillance Unit
- Raising Children Network
- Royal Life Saving Society of Australia
- SID & Kids
- Sports Medicine Australia
- St John Ambulance
- Surf Lifesaving Australia
- Wibleton Institute for Child Health Research

Overseas Links

- AAP: Injury and Poison Prevention Section - USA
- Association of Play Industries - UK
- Child Accident Prevention Trust - UK
- Children's Safety Network - USA
- Injury Prevention Network of Aotearoa - NZ
- Injury Prevention Web - USA
- International Society for Child and Adolescent Injury Prevention (ISCAIP)
- National Center for Injury Prevention and Control; USA
- National Health Service (NHS); UK
- Safe Kids Worldwide
- Safe Kids Canada
- Safe Kids New Zealand (NZ)
- Safe Kids USA
- UNICEF: The United Nations Children's Fund
- US Consumer Product Safety Commission
- World Health Organisation

"The home is the most common location for children to be injured - Is your home Kidsafe?"

Tactic: Develop educational relationships through mobile curricula

Though many organizations in the Kansas City area have similar missions, Charlie's House brings the unique goal of a kinesthetic physical location where visitors will get hands-on experience with in-home safety measures. Combined efforts will reinforce the home safety message and the demonstration site will provide a strong physical presence to drive the message home in the coming years.

Recommendation #1: Until the main demonstration house is ready to occupy, design curriculum around child safety in and around the home and make it available to the American Red Cross, partner organizations, schools, daycares and hospitals with your unique brand and perspective.

Recommendation #2: Whenever possible, lead classes and offer outreach programming. Beyond the educational benefit from this consistent programming, Charlie's House will continue to build brand awareness.

A recent study conducted by Safe Kids USA mentioned that part of the organization's call to action must be to "create public/private partnerships to encourage corporate and institutional involvement in injury prevention efforts."

Recommendation #3: Sample curricula that focus on safety in the home are available through other child safety organizations like Safe Kids USA.



*See appendices for sample presentations.

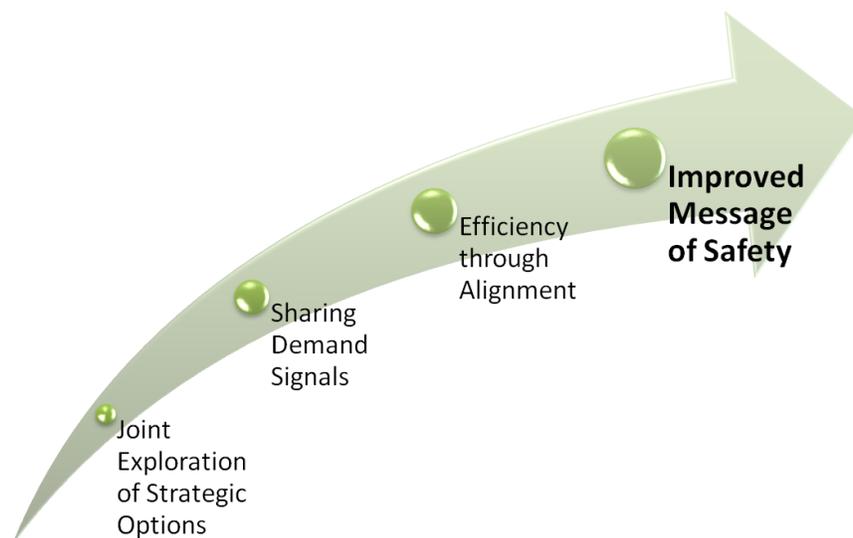
Important Consideration: Zero-sum mindset versus win-win relationships

According to Guidestar, a company exclusively devoted to gathering and publishing information about nonprofit organizations, Kansas City and the surrounding area is home to 53 safety education organizations.

Several of these organizations are represented on the Charlie's House board, yet there is minimal visible relationship between organizations. Not-for-profits with a mission like child safety in the home are not competitors with each other, but should unite through communication to further achieve their goals.

A majority of Charlie's House board members consistently mentioned "partnership opportunities" in personal interviews as an opportunity that needs significant improvement.

In his book *Achieving Competitive Advantage through Collaboration with Key Customers and Suppliers*, Don Johnston wrote, "The greatest barrier to successful collaboration is the conventional mindset of a combative relationship with suppliers... This precludes a focus on win-win value driving activity."



Additional Consideration: Economic climate

The economic climate has made it difficult for smaller not-for-profit organizations with similar missions to survive. Two organizations focused on poverty in the Portland area recently united their missions to form Opportunity Alliance. Not-for-profits often choose to merge to strengthen a mission.

Hannah Brazee Gregory, author of *Branding Challenge: When Nonprofits Merge*, recommends the following considerations when making the decision to join forces:

- Even more important than the real reason your organizations have merged is the perceived reason.
- Announcing the merger should take place after all internal hashing out has been completed.
- Don't let the new organization be bogged down by a perception that the two nonprofits were weak and needed to merge to survive (even if it's true).
- Look for the potential positive aspects of the merger that the community will understand.
- Find ways to streamline services to become more effective and further your mission.
- Joining efforts will provide the opportunity to bring similar services to many communities.

The marketing team is not suggesting a merger but is suggesting that Charlie's House consider some of these points as it moves toward closer relationships with other organizations.

Strategy #2: Increase media awareness of Charlie's House and its mission

Increasing media awareness is critical to being the primary children's home safety resource in the Kansas City area. Although the organization maintains close relationships with a number of area media members, the most effective awareness campaigns speak to all audience members. WDAF 4 anchor John Holt underscored the importance of, "... developing media relationships with as many key players at the various outlets as you can. That way you become a good and reliable resource." Holt added, "Getting on the media's radar is the biggest thing, so that when information is needed on childhood safety, Charlie's House becomes a go to resource."

Tactic: Engage media with message conveying Charlie's House focus on home safety

Recommendation #1: Write various types of news releases discussing import events, celebrations, developments, tragedies and safety practices. News releases serve two purposes. First, they raise the media's awareness of safety issues. Second, they demonstrate Charlie's House's expertise on the topic of children's home safety.

Recommendation #2: Send news releases directly to reporters via individual and personalized emails. A local media member said, "Press releases always work but need to be sent to individual anchors and reporters, not just the news desk, so it doesn't get lost in the pile of daily emails."

Recommendation #3: Monitor local and national news for stories relevant to home safety, and make safety recommendations that support the stories.

Recommendation #4: Be both reactive and proactive in sending messages to media members. React to tragedies and developments while proactively promoting national and local safety celebrations.

*See appendices for a list of national awareness days and months

Sample Tragedy News Release



Cindy Mense
Public Relations Officer
816-510-8715
mncmense@gmail.com

FOR IMMEDIATE RELEASE

ARKANSAS MOTHER AND FOUR CHILDREN FOUND DEAD FROM SMOKE INHALATION

Fire Department Says Smoke Detectors Absent from Home

The bodies of a mother and her four children were found Thursday inside a central Arkansas duplex. A maintenance worker found the bodies around 7 a.m., about an hour after firefighters first knocked on the door to follow up on a neighbor's report of smelling smoke.

Jacksonville Fire Battalion Chief Bob Thornton also reported that upon entering the residence, there was clear fire and smoke damage in the kitchen area. There were also no working fire detectors in the home.

Home safety organization, Charlie's House, believes that functioning smoke detectors should be placed on every level of homes. The Centers for Disease Control says that 37% percent of all fire-related deaths happen in homes without smoke detectors.

In addition to placing smoke detectors in the home, Charlie's House recommends changing smoke detector batteries every six months. Parents and children should also make a fire escape plan and practice it every two months.

Charlie's House is a 501 (c)(3) nonprofit organization with the mission of preventing injuries to children in and around the home. Charlie's House is dedicated to keeping the community informed and engaged when it comes to preventing injuries in and around the home.

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If you would like more information about this or any other home safety topic, contact Cindy Mense. Please call Cindy at 816-510-8715 or email her at mncmense@gmail.com

Sample Celebration News Release



Cindy Mense
Public Relations Officer
816-510-8715
mncmense@gmail.com

FOR IMMEDIATE RELEASE

CHARLIE'S HOUSE CELEBRATES NATIONAL POISON PREVENTION WEEK MARCH 18-24

March 18 through 24 is National Poison Prevention week. This year marks the 50th anniversary of one of longest continuously running, health and safety campaigns in the United States. As a leader in childhood home safety, Charlie's House has several preventative measures that you can make in your home to limit the risk of child poisoning.

Poisons/Chemicals Garden chemicals, automotive products & fuel should be locked in a cabinet out of reach of a child.

Detergents/Supplies Store detergents and cleaning supplies out of reach of children. Keep buckets or containers out of reach of children.

Medications and Cosmetics Lock away all medications, toiletries, cosmetics, razor blades & any other hazardous items.

Cleaning Products and Poisons Secure & store poisons (cleaning products) out of the reach of children.

Charlie's House is a 501 (c)(3) nonprofit organization with the mission of preventing injuries to children in and around the home. Charlie's House is dedicated to keeping the community informed and engaged when it comes to preventing injuries in and around the home.

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If you would like more information about this or any other home safety topic, contact Cindy Mense. Please call Cindy at 816-510-8715 or email her at mncmense@gmail.com.

Tactic: Be prepared to handle inbound communications from media members wanting the organization's comments on a particular story or safety issue

Recommendation #1: Be available. One reporter said, "I think the critical thing from a reporter's perspective is just making yourself available. Reporters need your cell number and you need to say 'yes' every time we call. We work on very quick tight deadlines and if we can't rely on someone being available for an interview, then we won't call you."

Recommendation #2: Identify the organization's designated media contact or spokesperson in press releases and on the website.

Recommendation #3: Refer all calls for comments and questions about Charlie's House to the designated media contact.

Recommendation #4: Always offer safety suggestions or tips when commenting on stories or issues.

Tactic: Become a conduit for safety information

Recommendation #1: Openly discuss and promote other safety organizations that address specific safety issues with the media. This lends credibility to the Charlie's House brand, and other safety organizations will reciprocate.

Recommendation #2: Align home safety issues with external organizations and events. (Example: home poisoning to National Poison Prevention Month to the Poison Control Center)

Strategy #3: Increase community awareness of children's home safety

Increasing community awareness of children's home safety serves two functions for Charlie's House. First, it improves the organization's ability to fundraise. Second, it helps deliver the message of home safety to the organization's audience.

Tactic: Use data and research that more sharply defines the target market

Recommendation #1: Identify the target market for educational outreach with the aid of state and local health departments, other health and safety organizations, scholarly research and various data sources.

Recommendation #2: Identify the organization's target market for raising unrestricted funds. Focusing fundraising efforts on a particular segment improves performance limits the organization's propensity to chase multiple fundraising ideas.

Recommendation #3: Produce planning documents that clearly state the target markets and work to achieve buy-in from all board members. Get everyone on the team pulling in the same direction.

Tactic: Implement signature events

Recommendation #1: Use signature events as both fundraising and educational opportunities. A 5k run/walk would be a great event that the organization could use to raise awareness, fundraise and educate. Charlie's House could honor the memories of children killed in household accidents on the event t-shirt, distribute safety information and straps in race packets, and raise unrestricted funds at the same time.

Recommendation #2: Utilize the four pillars of branding to differentiate Charlie's House and its events from other fundraisers. Just telling people how great the organization is and about its vital mission is not enough to guarantee the success of signature events. You have to create difference, relevance, esteem and knowledge among both the education target market and potential donors.

Recommendation #3: Get the media involved with signature events to boost participation and raise community awareness of the cause.

**See appendices for a guide to setting up a fun run/walk*

Tactic: Communicate Charlie’s House message to the target market through community outreach

Recommendation #1: Partner with clinics and doctors who care for parents and children within the target demographic.

Recommendation #2: Enlist physicians associated with Charlie’s House to spread the word to other healthcare providers.

Recommendation #3: Distribute Charlie’s Checklist to clinics and doctors that serve the target market.

Recommendation #4: Partner with free clinics and low-cost healthcare providers to present home safety topics. These presentations could stand alone, or home safety experts could present the Charlie’s House message as portion of a larger child wellness program.

“Managed care organizations that provide care to Medicaid patients include low-income mothers and children whose socio-demographic characteristics are very similar to those [indicated in the secondary research]. If these high-risk populations have a similar elevation in rates of nonfatal injuries, our finding suggest that these organizations could be attractive settings for implementation of injury-prevention programs.” (Scholer 347)

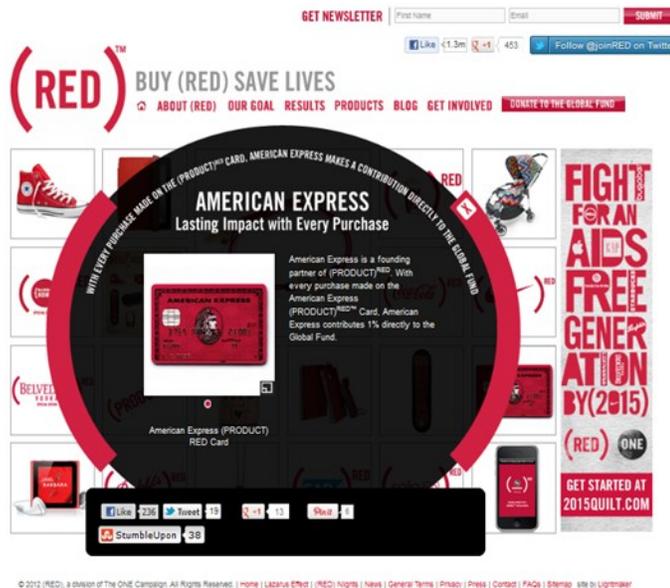
**See appendices for a list of Kansas City area clinics that work with many members of the potential target market.*

Strategy #4: Collaborate with retailers to build community awareness through cause related marketing

Non-profits often benefit from collaborating with retail organizations that offer consumers the opportunity to support worthy causes.

Customers already in need of products or services can support non-profits by purchasing or engaging in an activity that is part of their normal buying behavior.

Familiar partnership examples include *Project RED* and American Express (among many others), St. Jude Children's Research Hospital and Pottery Barn Kids, and the Susan G. Koman Foundation, which has more than 100 retail partners.



David Hessekiel of *Cause Marketing Forum* reports data showing “corporate cause sponsorship at \$1.68 billion in 2011, predicted to grow to \$1.73 billion in 2012” and “ninety-three percent of consumers want to know what companies are doing to make the world a better place.”

Tactic: Further develop relationships with furniture retailers

Leverage existing relationships with Nebraska Furniture Mart and begin negotiations with other furniture retailers, including thrift stores and consignment shops, to distribute safety education materials and increase individual donor and corporate gift revenue. In *Cause and Effectiveness*, William Shuster writes, “Message promotions, licensing and charity product promotions and transaction promotions foster consumer awareness and donations. Message promotion raises awareness or participation and transaction promotions encourage consumer participation and purchases by promising a percentage of the sale to charity.”

Recommendation #1: Create low cost printed materials such as table tents, postcards and stickers with the Charlie’s House brand that feature furniture safety information for display and distribution.

Recommendation #2: Develop a creative furniture sponsorship package that includes recognition of partnerships in online and collateral material, in exchange for printing costs and distribution systems for educational material and pledges of financial support, when possible.

Recommendation #3: Provide branded table tents that remain on top of dressers and near television floor displays to remind customers to install safety straps and learn about furniture safety.

Recommendation #4: Provide branded postcards that include safety information to be placed in the top drawer of dressers before shipping or loading.

Recommendation #5: Provide large stickers with safety information to be placed on television and furniture boxes before shipping or loading items.

Recommendation #6: Ask about check-out opportunities such as those at Petsmart, where it would ask: “Would you like to donate to Charlie’s House’s Furniture Safety Program?” Give donors the option to add a small donation to their purchase price.

Tactic: Increase unrestricted income by partnering with online retailers

Online retailers such as iGive.com allow customers to shop at familiar sites as they ordinarily would, with a portion of the purchase price going to the charity of their choice. Registration is free to the charitable cause and to donors.

\$201,450.66 Raised in 2012

Top 5 Earning Causes for 2011:

<i>To Write Love on Her Arms</i>	<i>\$2,475.64</i>
<i>Gerson Institute & Cancer Curing So...</i>	<i>\$1,832.08</i>
<i>Guardian Angel Basset Rescue, Inc.</i>	<i>\$1,698.28</i>
<i>Dr. Bessie Rhodes Magnet School PTA</i>	<i>\$1,697.85</i>
<i>Ridgefield Academy</i>	<i>\$1,396.65</i>

Causes Listed in Last 90 Days:

<u>Cause Name</u>	<u>Members</u>	<u>Raised</u>
<i>Active Heroes</i>	<i>278</i>	<i>\$1,764.82</i>
<i>Network 4 Change Community</i>	<i>83</i>	<i>\$556.87</i>
<i>Re...</i>		
<i>Stary Skies Equine Rescue an...</i>	<i>78</i>	<i>\$439.91</i>
<i>Rett Syndrome Research Trust ...</i>	<i>59</i>	<i>\$428.68</i>
<i>Allyson Whitney Foundation, L...</i>	<i>60</i>	<i>\$407.90</i>

Recommendation #1: Sign up as a registered charitable cause on iGive.com, www.eBayGivingWorks.com, and Goodshop.com.

Recommendation #2: Actively communicate shopping opportunities to volunteers, partners and Facebook fans.

Tactic: Increase unrestricted income by partnering with charitable search engines

In a recent article for the *Philanthropy Journal*, Stephen Halliday writes, “Many nonprofits believe that once they enter into an affinity-marketing partnership their part is over. Not true. Nonprofits must take an active role in regularly communicating the program benefits to their members and supporters and educating them about its importance in advancing the organization’s mission.” One such way to continue communicating benefits is through charitable search engines.

Search engines that are powered by Yahoo and Google allow customers to search as they always do through a philanthropic home page.

GoodSearch.com and Freelanthy.com allow customers to choose the charitable organization of their choice to benefit from 50 percent of the revenue paid as a result of advertising click-throughs.

The revenues per person are marginal, but with a significant volume of active members, operating revenue can be increased and search engine optimization will be enhanced.

Recommendation #1: Choose one or two search engine listing options to promote the opportunity to give.

Recommendation #2: Actively communicate the opportunity to existing volunteers and Facebook fans, challenging them to solicit 10 additional participants to join the program.

Strategy #5: Use the Four Pillars of Branding to keep key messages on point

According to Allen Adamson's book, *Brand Simple*, there are four pillars each brand should consider when determining how to identify itself: difference, relevance, esteem and knowledge (aka DREK). To determine what Charlie's House is and how it should be positioned to the public, the organization must first identify how it fits into each pillar:

Difference: What makes your brand unique?

Charlie's House staff and board members have often stated that it is the only organization in the Kansas City area that is focused solely on the mission of child safety in the home. Other safety organizations might provide home safety tips for children in addition to a variety of other safety tips, but Charlie's House is unique in its devotion to in-home safety.

Relevance: How appropriate is your brand to the audience you want to reach?

As board chair Bob Finuf said in his in-person interview, "We all know a child we care about." There is no doubt that in-home safety for children is a relevant and worthy cause. It's a message that needs to be shared with anyone who comes into contact with children.

Esteem: How well regarded is your brand in the marketplace?

This is the pillar where Charlie's House needs the most work. General survey responses and media survey responses indicate that there is a lack of awareness of the organization in the community. Charlie's House would like to become the go-to resource for child safety in the home, but currently it is not top of mind for most people in the area.

Knowledge: How well do consumers know and understand your brand?

This is another pillar where Charlie's House could improve. Charlie's House is relatively unknown in the community, but that gives the organization the opportunity to define what its perception will be. Charlie's House would like to be seen as a go-to resource for information on child safety in the home, but that can mean more than one thing. Charlie's House should really be a "go-through" resource, a conduit of information on safety to the public. The organization should not worry so much about being the expert on safety education itself, but on communicating existing safety information to the public. The power of Charlie's House lies in telling the story and communicating the message rather than being the sole resource of information in the area.

Tactic: New Tagline

What is Charlie's House? What does Charlie's House do? One of the essential tactics in good branding is developing a tagline that is able to represent the mission of the organization in one line.

Charlie's House has a great visual logo, but the current tagline, "The Home Safety Site," is a bit dry and unimaginative. It is not memorable and puts too much emphasis on the website. Now that Charlie's House is going to have a physical presence as well as an online presence, it is time to develop a new tagline that is both a clever play on words and an adequate representation of the organization.

Proposed taglines for Charlie's House include:

- Home Safe
- Home Safe and Sound
- Where Children Are Home Safe
- Bringing Safety Home
- Bringing Children's Safety Home
- Welcoming Safety Home

Tactic: Take advantage of co-branding opportunities to build credibility

There is a common misconception in branding that if two brands collaborate, it weakens the position of each individual brand. This is not only inaccurate, but often the opposite is true. (Adamson, 2006). Charlie's House can collaborate with better-known safety organizations like Safe Kids or even the Red Cross, fire station, police station, etc. while remaining distinct in its own offerings to the public. Collaboration will give Charlie's House the credibility and esteem it needs to become that top-of-mind, go-to resource on childhood safety in the home.

Tactic: Seek out consultants and experts to give educational talks and demonstrations

As communicators of in-home safety messaging, Charlie's House will have the opportunity to bring together parents and other caregivers of children with area safety experts. Hosting talks, safety demonstrations and other educational programs in the Safety House location will increase overall awareness of the organization and give Charlie's House the credentials it needs to become a trusted and knowledgeable resource for safety information.

Strategy #6- Build trust through transparency

Building trust is a critical step in creating successful public relations. A transparent organization allows clients and supporters to better understand why they should invest in the programs offered to donors, volunteers and the public being served.

Tactic: Post organizational information online

Gene Takagi and Emily Chan note on *Nonprofit Law Blog*, “Today, more than ever, the public and government agencies are demanding nonprofits to be transparent. But concerns about having a realistic picture of internal operations, where money is going, and the effectiveness of the programs are countered by concerns of overburdened staff, increased administrative costs, and an invitation to singled-out and damaging criticism. Transparency is not a matter of two extremes - of all or nothing - and as a result, many nonprofits continue to struggle in addressing these concerns.”



In its 2009 report, “The State of Nonprofit Transparency, 2008: Voluntary Disclosure Practices,” Guidestar suggested five simple steps for increasing transparency:

1. Regularly update the organization’s website with current, detailed program and evaluation information, including information regarding strategy, evidence-based evaluation metrics, and the underlying theory of change;
2. Post board and key staff members’ names, titles, and bios that highlight each person’s skills and contributions;
3. Post the organization’s annual report on its website;
4. Post any audited financial statements on its website;
5. Post the organization’s IRS letter of determination on its website.

Tactic: Build trust through transparent marketing; show customers the way

In *Why Trust Matters*, by Matt McGee, contributing author Jordon Kasteler writes, “It takes a lot of hard work and effort to be trusted by a community. You have to be a heavy contributor, you have to support others, comment, vote, and drive your numbers up. When someone’s analyzing you in a social community they’re going to be looking at your numbers to see if you are someone who is trusted by others.”

Debra Mastaler adds in the same article, “Your site may be functional from a usability standpoint, but if it doesn’t build rapport or contain credible content, visitors and search bots will leave and place their confidence elsewhere.”

Customers today are in charge of furthering communication messages of any company or organization: Word of mouth has taken on a whole new meaning with the explosion of social media. Building relationships with potential partners, sharing information and demonstrating an awareness of how to reach other experts demonstrates that an organization is engaged with the market.

Recommendation #1: Participate proactively in forums dedicated to child safety in the home: Do not wait to respond to tragedy; engage in or instigate proactive conversations that will educate and enlighten.

Recommendation #2: Post positive messages and co-branding initiatives on the Facebook pages of partner organizations and actively link and recommend them to your constituents as a demonstration of pride in safety education resources in Kansas City and the strong relationship that community supports.

Lisa Barone adds in *Why Truth Matters* that trust comes from “Pointing customers to competitors when you can’t give them what you need.”



Harold Jarche notes on his blog, *A workscape perspective*, “Instead of trying to know everything in the field, we can concentrate on knowing with whom to connect. The network becomes all-important. That means embracing an attitude of openness and collaboration—joining others on a journey of understanding. Giving up control is a first step on this journey.”

Strategy #7: Position the Charlie's House board to be strong and effective.

The Charlie's House board of directors is comprised of a talented and influential group of individuals. Each board and committee member brings a unique level of expertise and experience to the organization. In order to best use the strengths of the individual board members, Charlie's House needs to clearly define the roles and responsibilities of each member and the function of the board as a whole.

Several board members mentioned in interviews that, while it is improving, the board's understanding of the organization's mission and goals could still use some work. A lack of organizational understanding can leave individual board members feeling confused about their roles and how they can best serve the organization. This can often lead to an ineffective board.

According to the Internal Revenue Service's publication, *Good Governance Practices for 501(c)(3) Organizations*, good nonprofit governance is reflected by a clear understanding and public expression of an organization's mission. A board with clearly articulated rules and responsibilities is one that is engaged, informed, independent and transparent. In addition, a strong board is one that engages in effective planning, program monitoring and ensuring financial stability.

Charlie's House needs to take advantage of the numerous outside resources available (such as www.foundationcenter.org) that outline the roles and responsibilities of nonprofit boards in order to maximize the talents of its current board members.

Tactic: Clearly define the expectations of each board member

Recommendation #1: When recruiting a new board member, define the expectations of what his or her responsibility will be early and put them in writing. Make sure each board member fully understands his or her role. The Council of Nonprofits recommends providing clarity in areas such as how much money he or she will be expected to raise and/or contribute, how his or her personal networking relationships will be used and what kind of time commitment will be expected.

Recommendation #2: Pair a new board member with a veteran mentor who can provide assistance in understanding the role of the board.

Recommendation #3: Ask board members to complete self-evaluations on a regular basis to make sure everyone is staying on track and contributing to the mission of the organization.

Tactic: Ensure adequate financial resources and provide proper financial oversight.

Recommendation #1: Many nonprofit organizations face the challenge of raising funds and maintaining finances. Charlie's House currently contracts with a consultant to assist with the capital campaign. However, the organization could use additional help with unrestricted operating funds. Charlie's House should consider using a resource such as the Nonprofits Assistance Fund for help with day-to-day management of the organization's finances. The Nonprofits Assistance Fund offers valuable resources for treasurers and finance committees, including free informational get-togethers on a monthly basis that address the common financial management issues many nonprofits face. (www.nonprofitassistancefund.org).

Recommendation #2: Develop annual fundraising events that will act as consistent and sustainable sources of income for the organization. Some possible examples include:

- Annual 5k run/walk. Honor a family that lost a child or honor children whose lives were lost that year
- Charlie's House boutique event
- Contributeshopping.com
- Mystery Theater dinner
- Charlie's House Family Fun Day
- Golf tournament

Recommendation #3: Provide information that demonstrates the organization's financial status, accountability and integrity. If Charlie's House isn't currently doing so, the organization should consider having an outside auditor conduct annual audits of the organization and then discuss its findings. (www.boardsource.org).

Tactic: Ensure effective planning by frequently monitoring programs and services.

Recommendation #1: Develop metrics that can be used to determine which programs are consistent with the Charlie's House mission. Having a dashboard that can measure the effectiveness of programs will help board members and staff members understand implications, and will assist in determining possible programmatic changes to advance the mission and vision. (www.boardsource.org).

Recommendation #2: When working together as a board or in committees, take multiple viewpoints into consideration and use diverse approaches that are based on the organization's goals to develop and sustain programs. A good board embraces ideological diversity as a means to see through different lenses, resulting in approaches that can accomplish goals that might normally be missed (Hensleit-Minasian, 2010).

Action Items

Based on the strategies, tactics and recommendations, the marketing team devised this list of action items which the organization should begin working on immediately.

Immediate Action: 0- 90 Days

Proactively seek out media relationships beyond KSHB

- Send introductory emails to reporters and anchors at various TV and radio stations, and local publications such as the Kansas City Star, Ink Magazine, the Pitch, etc.
- Follow up introductory emails with in-person visits to stations and offices; leave business cards and press kits.
- Prepare stock press releases or boilerplate statements that can be sent out on a moment's notice.
- Set a schedule for sending out celebratory press releases.

Leverage relationships with local furniture stores and other retailers

- Reach out to current retail partners and potential new retail partners with offers to post signage, distribute furniture straps and distribute information.
- Start designing promotional materials like table tents and fliers to share with retail partners.
- Produce physical examples of materials to show retailers exactly what you have in mind.

Post financials and board credentials online

- Make it easy to access information that should be public knowledge.
- This information can be a sub-page of the "About us" page on the website.

Intermediate Actions: 3- 12 months

Start planning signature events:

- Set aside time at board and committee meetings to discuss opportunities for hosting annual fundraising events.
- Seek out guidance materials and organizations that assist nonprofits with event management.
- Establish realistic goals for year-over-year sustainability and profitability.

Link to several local, regional and national safety organizations:

- Reach out to other safety organizations to establish reciprocal relationships.
- Work with web developer to build Reference page with access to multiple resources and forums.

Branding Audits

- Hold brainstorming session to determine Charlie's House brand.
- Invite board members, advisory board members, steering committee members, volunteers, etc. to determine the best ways the four pillars of branding can be incorporated into everything Charlie's House does.

Clearly define the expectations of each board member:

- Define roles and responsibilities in writing.
- Pair new board members with veteran board members in a mentor/mentee relationship.
- Ask board members to conduct self-evaluations on a regular basis.

Ensure effective planning by frequently monitoring programs and services:

- Develop metrics that can be used to determine success of programs.
- Think outside the box and consider multiple viewpoints to accomplish goals that might otherwise be missed.

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