

Marketing Plan: Trauma Healing Project

Emily Volkmann

I. Introduction and Overview of Plan

Background

Trauma Healing Project, founded in 2003, provides help and resources to people who have been a victim of violence and other trauma in the hope that resolving such conflict will help both the individual and the community. The organization was founded by a group of students, survivors, professionals, and other community members. Trauma Healing Project's goals are to provide safety, healing, liberation, and justice to people who are affected by trauma, and it does so by providing classes, such as yoga, and workshops, where people are able to express their experiences creatively.

Mission

"The Trauma Healing Project is 501(c)(3) non-profit organization. We are a multidisciplinary effort that includes advocates, activists, administrators, counselors, survivors and students committed to the elimination of violence and the healing of trauma through:

- Identifying and coordinating available healing resources and services
- Increasing awareness about trauma and effective responses through community and provider education
- Creating learning partnerships between clinicians, survivors, students, researchers and policy makers to ensure our work is effective and well-supported
- Enhancing and creating new healing services and support as needed"

(<http://www.healingattention.org/>)

Proposed Marketing Strategies and Desired Outcomes

Trauma Healing Project is struggling to stay afloat. In a relatively small community, the organization remains anonymous. Located off of Coburg Road, Trauma Healing Project is situated in a small, nondescript plaza that is barely visible from the street. With its location being neither close to campus or downtown, it is difficult for Trauma Healing Project to branch out to new audiences, which is why I propose an awareness campaign that uses social media, guerrilla marketing, and crowdsourcing. Each of these

strategies inherently relies on word of mouth and building a base of community partners that will help generate interest in Trauma Healing Project.

Goal 1: Generate a wider awareness of the organization.

- a. Build a marketing campaign that reaches beyond people who already know about THP
- b. Keep a consistent social media marketing schedule throughout the year
- c. Use Kickstarter campaign to break even

Goal 2: Build a broader audience.

- a. Identify new target audiences, including college students and people who live and work downtown
- b. Provide new services that reach more people

Goal 3: Build a sustainable audience.

- a. Remain open

Each of these goals tie into each other, but as Trauma Healing Project stands right now, it is not accomplishing any of these needs and needs to make a dramatic turnaround as soon as possible in order to keep providing services and to grow as an organization.

II. Situational Analysis

Economic Scan

Much of Trauma Healing Project's money comes from grants and donations. The grants are contributed by private foundations, the state of Oregon, and the national government, which means that they come in a wide range of amounts. Additionally, Trauma Healing Project receives money through contracts with community partners. Another way Trauma Healing Project makes money is through donations. According to Elaine Walters, the donor base is growing, but it is still somewhat small. On the organization's website, there is a meter that shows up to date donations and the goal for the end of the year. Currently, Trauma Healing Project has raised over \$10,000, but it is still only halfway to its goal, and the end of the year is quickly approaching. If Trauma Healing Project fails to meet its goal of \$20,000 by January, it risks not having enough money to operate. Apart from grants and donations, a third source of income comes from class fees. Most drop in fees for classes and workshops are very affordable, but there are some that are more expensive. For example, the "Trauma Basic Awareness Training" workshop has a \$15 fee, while "Healing Trauma through the Body" comes with

a \$60 fee; however, there are scholarships for these classes if there is a great enough need.

Demographic Scan

There are two main sectors of people who make up the constituency of Trauma Healing Project. First, there is a group that is dedicated to education and training. These people work with those seeking help while learning methods and techniques for working with people who have been affected by all sorts of trauma. Trauma Healing Project prides itself as being a place where people can hone their skills in a real world environment, which is part of what makes the organization so unique.

The second group of people involved with Trauma Healing Project are people who have been subject to trauma and are trying to move beyond it. These people are made up of all demographics, but a large part of this group is Latino. Trauma Healing Project is currently trying to widen its audience; one problem is that the organization is just not well known enough to be visible to everyone who would benefit from it.

Cultural Scan

The overall atmosphere behind the scenes of Trauma Healing Project has changed drastically in the past few years. Only three original members of the Board of Trustees remain, and the new members have a much more business-oriented outlook. Formerly, the Board was made up of survivors and caregivers, but this new emphasis on business might be helpful for an organization that is barely staying afloat. Currently, the Board is focusing on fundraising and bringing on an attorney to help Trauma Healing Project with any legal issues that may come up.

That being said, one of the reasons Trauma Healing Project is struggling is due to its very specific name. The word “trauma” turns off audiences who might feel guilty for participating in its classes and workshops, when in reality, Trauma Healing Project seeks to be an open place where everyone can be open and supportive of each other. Since workshops and classes are so affordable, Trauma Healing Project sees an opportunity in gaining new audience members.

One cultural aspect Trauma Healing Project is trying to capitalize on is online media. The organization has had the same website for about ten years, and recognizes the need to update it. Right now, it is dark and looks incredibly dated. The logo in the top left corner is hard to look at for a long time. While the simplicity of the design makes it easy to navigate, it just looks unprofessional. But, Trauma Healing Project now has a presence on social media, like Facebook (around 400 “Likes”) and Twitter (12

followers). Unfortunately, it does not have a very wide reach. The pages are both relatively new, but I think Trauma Healing Project is struggling to gain followers, especially people who have never heard of the organization.

There is a method of contacting its audience that is going well for Trauma Healing Project: email. This reliable form of communication is a helpful tool for many organizations to spread their messages to many people at once. Trauma Healing Project has a new email management system that keeps track of data such as how many people open the email, whether or not any links are clicked, and how many people unsubscribe to the email service.

Other Elements

There are several difficulties in raising awareness and support for Trauma Healing Project. A major problem with the organization is its branding; there is a huge stigma that comes with the word “trauma”. People have an aversion to visibly hurt people because there is a discomfort in our society with talking about violence and abuse. Because of this dilemma, it can be difficult to find donors who are willing to donate multiple times. Additionally, government funding can be limited because it generally goes to more formalized health institutions that deliver “quantified” results. In the past few months, there have been several discussions about changing both the name and the logo of the organization.

SWOC Analysis (strengths, weaknesses, opportunities, challenges) of the organization’s cultural product, pricing strategies, product access (place), and promotional effort

Strengths

- More than a place where people can come to get treatment; people can also learn how to treat
- Unique product for Eugene community
- Important service
- Open to anyone who wants to heal
- Variety of classes and workshops
- Many classes happen weekly, so there is consistency within the schedule
- Drop in prices for classes and workshops are very low, and nobody is turned away if they cannot pay the full price

Weaknesses

- Potentially going through a rebranding, which would cause confusion
- Low social media presence
- Promotional efforts seem to be lacking; they mainly stick with email announcements, which only reach those who are on the email list
- Because there are “scholarships”, THP potentially loses money from their classes
- Overcrowding can be a problem; there are sometimes waitlists for certain classes and workshops

Opportunities

- Location in suburbia could help bring in different demographics
- Partnership with the Heron Center, located next door

Weaknesses

- Location in suburbia could also be a problem for people who live downtown and cannot get to the center by walking
- Very little awareness about THP within the community
- Stigma surrounding the word “trauma” might turn people away
- Lack of funding for non-institutionalized health organizations

Audience Analysis

Unsurprisingly, Trauma Healing Project has focused much of its attention on survivors and supporters. Much of its makeup, therefore, is fairly homogenous. As mentioned earlier, there are two main groups that comprise Trauma Healing Project’s audience: educators and learners, and survivors. Unlike some other centers, Trauma Healing Project is dedicated to bring together the entire community, and what better way than to offer educational classes that help teach students how to deal with healing trauma? This educational aspect is important because it somewhat diversifies the audience.

The second group of people is the survivors, people who are trying to work past previous trauma through creative methods. This second group is comprised of a variety of demographics, including youth, but the main demographic is Latino. Within this group of people, some actively sought help while others were coaxed into coming by friends and family.

Trauma Healing Project is currently trying to reach out to other communities within Eugene and develop its customer base. Because of its location, the organization wants to feel more inclusive for people who aren’t survivors but want to live a healthy

lifestyle. In particular, Trauma Healing Project wants to market its classes to suburban families who want to try something new. Because of its consistent schedule, this would be a great approach. Reasonable pricing and a wide variety of classes could help bring in a new audience if they can figure out how to market the package.

Another option Trauma Healing Project is working on is after school programming for children who would otherwise not have such an opportunity. While this program would bring in children, it would also bring in their families and raise awareness in the community, so it would help on multiple levels.

Trauma Healing Project's Board of Trustees recognizes the dire need for a wider audience within the Eugene community. Although they have a solid base, the organization is in constant need of money and support, and the best way for them to find new sources of income is through a wider base.

III. Schemes

Social Media

Delving into a committed relationship with social media could be extremely beneficial for Trauma Healing Project. If it campaigns and partners with other organizations, social media platforms can help raise awareness. Currently, Trauma Healing Project has a very limited presence on social media. There is a Facebook page and a Twitter page, but neither is really utilized. In addition to Facebook and Twitter, Trauma Healing Project should consider creating a company page on LinkedIn. These three venues of social media could help Trauma Healing Project become better known within the Eugene community by enabling it to connect with similar, more prominent organizations.

Facebook

Facebook is an easy way to reach a large audience comprised of a variety of demographics, and at the moment, it is the most utilized form of social media. There are almost 400 "likes", and the page is consistently (though somewhat infrequently) updated. Posts vary in content from promoting events to calling for volunteers. The page hosts events and has connected with four other pages through "liking" them, which is great. By clicking on a few of the liked pages, it seems that Trauma Healing Project has not yet reached out to the groups. An encouraging sign is that some people have posted nice sentiments on the timeline, which means that there is an opportunity for growth. Trauma Healing Project could invite those who like it to share the page with their friends by tagging THP in a post or by inviting people on their friend lists.

Twitter

Trauma Healing Project's presence on Twitter is barely there. There have been three tweets since October 2nd, the account is only following 25 other accounts, and it only has 15 followers. It can be difficult to break into Twitter without an established base, but connecting the account with THP's Facebook account could increase its reach. For example, synching posts or even just mentioning THP's Twitter account would be helpful. It is important to note, however, that Facebook and Twitter have different purposes. Twitter can be updated more frequently with relevant news articles or advertisements for community partners' events.

LinkedIn

A third platform that would be beneficial to Trauma Healing Project is LinkedIn. A few employees have profiles set up on the networking site, but there are some interesting ways to use LinkedIn. THP could add itself to the site as a company, and people would be able to connect to it. Currently, the director of THP has a LinkedIn page, but it would raise more awareness if people could click directly onto a page that has information about what THP is, not to mention the fact that it could be rated and recommended.

Budget

For around \$30, THP can opt to "Boost" a post on Facebook. There are different levels of boosting for different prices, and \$30 seems to be the average cost. I recommend that THP boosts at least one post per scheduled event, and that they budget around \$120 per year to this form of marketing.

Guerrilla Marketing

A cheap yet effective form of marketing is guerrilla marketing. A relatively new strategy, this form of marketing employs unlikely tactics, such as graffiti as a publicity tool. If properly utilized, Trauma Healing Project can use guerrilla marketing as a means to reach out to different audiences, like college students and the homeless population that resides downtown. Currently, Trauma Healing Project has a consistent schedule of classes and workshops, dates and times for which can be found on its (sub-par, but effective) website. The trick here is getting people to visit the site.

Campus

Trauma Healing Project has mentioned that one of their goals is to reach out to new audiences. One audience they could be capitalizing on but have not tried to interest yet is the college population. As a town built around the University, Eugene has a constantly fluctuating demographic that might be interested in taking classes at THP. A popular method of advertising on college campuses is chalking, or using sidewalk chalk to direct people's attention to meetings or other information. THP can get permission to use the campus's sidewalks. With a small fee, THP can write the website, social media accounts, and even meeting times and dates where this new audience cannot miss them.

Downtown

Another avenue for guerrilla marketing is in the downtown area. There are a few key locations, like Kesey Square and the Saturday Market that are highly visible. The large mix of types of people who go downtown offers THP a chance to market to different audiences at the same time through guerrilla marketing. Because THP offers storytelling workshops and yoga classes, they could do flash mobs of each and invite people to join in for a firsthand look at what the organization does.

Budget

Again, guerrilla marketing is cheap. The only real cost is the affordable supplies and any cost for using public spaces to advertise. I suggest spending about \$400 for the year, but most of the budget will be used during the months of September and October.

Chalk: \$10

Equipment rental (microphone & speakers): \$50

Space: \$50

Crowdsourcing

Crowdsourcing is difficult. Crowdsourcing on Kickstarter is even more difficult because in order to use any of the pledged money, the campaign must reach its targeted goal in 30 days. For Trauma Healing Project, this campaign will be situated in the middle of an awareness campaign, so both social media and guerrilla marketing strategies will be used to promote the Kickstarter. In total, THP will ask for \$10,000 as a last resort to remain fully operational. The Kickstarter Campaign has to be planned out far before it goes live on October 1, 2014 because the other marketing strategies need to be built

around it. There is a lot that goes into these campaigns, like a short video explaining the project, rewards for backers, cross promotion, and text that gets people interested.

Video

The video is how most people decide whether or not to fund a project. The video subject has to be interesting and relatable, which is why THP's video should include testimonials from the director, teachers, and participants and should show some of the class offerings.

Rewards

\$5: handwritten thank-you card

\$10: free class

\$15: free class + bumper sticker

\$25: free class + bumper sticker + t-shirt

\$50: The above + an invitation to a backers' reception

\$75: The above + sponsoring a THP member for a year (like funding a scholarship)

\$100: The above + free classes for 1 year

\$200: The above + a plaque on THP's donor's wall

\$500+: The above + an honorary seat on the board

Budget

No cost apart from promoting certain social media posts and the cost of guerrilla marketing strategies.

IV. Implementation

This entire marketing campaign is set within two months: September and October 2014 and revolves around generating awareness for the Kickstarter campaign, which begins on October 1st.

Personnel

Trauma Healing Project has a very small staff and relies heavily on the efforts of volunteers. For this specific marketing campaign, THP will be helped by a creative volunteer intern who understands these marketing strategies. A student who will earn practicum credit will likely take up this position.

Calendars & Timing

Though social media and guerrilla marketing should take place during the rest of the year to advertise for events and continue raising awareness, there will be a large push beginning in September to solidify community partnerships and reach out to other organizations and community members who might be interested in THP. The calendar shows social media advertising (in blue) as a constant throughout both months. This basically means that a volunteer intern, who has been hired to work on maintaining this marketing campaign will be monitoring social media accounts and replying to any comments, questions, or concerns in a timely manner. Guerrilla marketing (in green) will begin in late September when students begin arriving back on campus and will take place mostly on the weekends. Fridays will be designated for campus targeting and Saturday and Sunday will be devoted to finding interesting ways to promote THP downtown. The entire final week of the Kickstarter campaign (in orange) in late October will have events and advertising blitzes.

SEPTEMBER 2014

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

 Social Media
  Guerrilla Marketing
  Crowdsourcing

OCTOBER 2014

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

 Social Media
  Guerrilla Marketing
  Crowdsourcing

Media

Before Trauma Healing Project goes live with its Kickstarter, it needs to contact local news organizations and try to get ad space or a press release as yet another form of marketing. Not everybody checks social media or will see the guerrilla marketing efforts, but a well placed ad could be seen by anyone who picks up a newspaper. It would also be beneficial to try to get an interview with someone, even within one of the University Oregon's publications. Any news story will help, as it is just another form of publicity.

V. Evaluation Plan

For the sake of ease, Trauma Healing Project will distribute surveys at the center for people to fill out. Both social media and guerrilla marketing will be evaluated in this way, and THP will be able to advertise the Kickstarter campaign on the paper surveys through the end of October.

Questions (all are optional)

- What is your age?
- What is your gender?
- What is your race?
- Are you in school?
- Which session did you attend?
- How did you hear about Trauma Healing Project?
- Is this your first visit?
- Did you bring anybody with you?
- Are you likely to visit again?
- Would you recommend our services to others?
- Comments/Questions/Feedback?

Social Media

Along with distributing these questions on THP's social media accounts through survey software like Survey Monkey, we can use Google Analytics and Facebook Analytics to see how our numbers have changed from August through October. Hopefully, there will be a significant increase in followers and activity on THP's pages.

Significant Increase:

Facebook: +1,000

Twitter: +300

LinkedIn: An active account with endorsements from community partners.

Guerrilla Marketing

This strategy is the most difficult to evaluate because the point of guerrilla marketing is to make something seem less like an advertisement. Chalking will be challenging to analyze, but hopefully through the surveys, people will indicate that they were drawn in through sidewalk advertisements. Flash mobs are easier to identify success because they can draw a crowd and have the ability to “go viral” if a well-produced video is shared enough. Again, the survey questions will help THP understand how effective this strategy was.

Crowdsourcing

Evaluating the success of a Kickstarter campaign is fairly straightforward: If the campaign is successful, it means that backers have donated \$10,000 or more by October 30, 2014. If THP does not reach \$10,000, the organization should look at why that may be. Maybe there are still not enough people who know about THP, and maybe people do not have the funds to donate to the cause.

Into the Future

Once these strategies have been implemented, the social media marketing and the guerrilla marketing should continue indefinitely, but they should be more focused around Trauma Healing Project’s sessions and special events. Social media is fairly simple to use, and having certain days be designated for advertising events could help narrow its scope. For example, having an uplifting and inspirational post each Monday and advertising events on Wednesdays is a nice and easy way to create effective consistency on Facebook.

Likewise, guerrilla marketing should be limited to special events and direct people to THP’s website, which should be completely overhauled into a newer, cleaner, and more comprehensive online platform. As it stands right now, the website looks like it did when it was first created in 2003, which means that it needs some updating. The website will be THP’s hub, containing the history of the organization, class descriptions and calendars, resources, and information for people who want to get more involved with the organization.

Trauma Healing Project’s biggest challenge will be keeping its visitors’ interest. With awareness campaigns, there is always a great deal of hype, and then it dies down. Maintaining a presence within the community will be key, and fostering close community partnerships will help Trauma Healing Project remain in people’s minds long after this fall.