



# **ON-TARGET:** *A Strategic Marketing Plan*

*For an abundance of target customers*

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## **What is ON-TARGET?**

**ON-TARGET** is a practical tool for assisting pregnancy help organizations with developing and implementing an effective client/patient strategic marketing plan.

**ON-TARGET** begins with a strategic analysis questionnaire specifically designed to capture key information necessary to develop an effective strategic client/patient marketing plan and ends with a structure for setting strategic direction, creating marketing venues and assessing each marketing strategy.

While there are additional components in creating a successful marketing plan, such as using focus groups, interviewing former clients, and creating a marketing team, they will not be addressed in this document. These topics and more will be offered via periodic webinars.

## **Why Create a Strategic Client/Patient Marketing Plan?**

First, let's look at what a strategic plan is. Simply put, strategic planning is about determining what exactly the pregnancy center organization wants to accomplish, how it's going to get there and how it'll know if it got there or not. This means that a strategic plan for client/patient marketing is more than just listing various marketing venues you will be using to get the word out about your organization.

Furthermore, far more important than the strategic plan document, is the strategic planning process itself as there is an awesome amount of knowledge gained during this course of action.

There are a variety of strategic planning models, including goals-based, issues-based, organic, scenario, etc. **ON-TARGET** is a **goals-based planning tool** and starts with focusing on the organization's mission (and vision and/or values), goals to work toward the mission in the area of attracting the target customer the organization was created to serve, strategies or venues to achieve the goals, and action planning (who will do what and by when).

Why create a strategic marketing plan to attract the target customers of your pregnancy help medical organization? Simply stated, people need to know that your organization exists. How will they know if you don't tell them? This will not happen without developing and implementing a solid strategic marketing plan.

## ***The Pregnancy Medical Organization's Challenge***

One of the greatest challenges pregnancy medical organizations must overcome in customer marketing planning is that they provide a service that is invisible and intangible. Therefore, it is important to understand the distinctive characteristics of your services and the unique nature of your target audience – their fear, their limited time, their sometimes illogical way of making decisions, and their most important drives and needs.

Executive directors of pregnancy medical organizations should dedicate at least one to two hours a week in researching their target audience.

In addition to tenaciously researching the demographics of your target audience, at least once a year you should ask, “Is this particular service or program viable any more? Is this what the target audience wants/needs? What can we do better?”

As you create your client/patient marketing plan, I strongly recommend that you take the time to read two of Harry Beckwith's books on marketing services, “Selling the Invisible” and “What Clients Love.” These books are easy to read and filled with a wealth of knowledge and insight about how to effectively market services in our culture today.

## ***Some Terms to Know***

It's easy to become confused about these terms: advertising, marketing, promotion, public relations and publicity. The terms are often used interchangeably. However, they refer to different -- but similar activities. Some basic definitions are provided below.

### **Definition of Advertising**

Advertising is bringing your service to the attention of potential and current customers. Advertising is typically done with signs, brochures, commercials, direct mailings or e-mail messages, personal contact, etc.

### **Definition of Promotion**

Promotion keeps your services in the minds of the customer and helps stimulate demand for your services. Promotion involves ongoing advertising and publicity (mention in the press). The ongoing activities of advertising and public relations are often considered aspects of promotions.

Definition of Marketing

Marketing is the wide range of activities involved in making sure that you're continuing to meet the needs of your customers and getting value in return. These activities include market research to find out, for example, what groups of potential customers exist, what their needs are, which of those needs you can meet, how you should meet them, etc. Marketing also includes analyzing the competition, positioning your new product or service (finding your market niche), pricing your services (a few pregnancy medical clinics are charging for some services) and promoting them through continued advertising, promotions and public relations.

Definition of Public Relations

Public relations includes ongoing activities to ensure your pregnancy medical organization has a strong public image. Public relations activities include helping the public to understand your organization and its services. Often, public relations are conducted through the media, that is, newspapers, television, magazines, etc. As noted above, public relations is often considered as one of the primary activities included in promotions.

# THE STRATEGIC ANALYSIS

- *Background*
- *Market*
- *Target Audience*
- *Competition*
- *Services*
- *Messages*

Answer the questions below as comprehensively as possible. While it may be tempting, please don't skip any of the questions as they are all critical in giving you the knowledge base you will need for writing a successful strategic plan.

## **Background**

1. What is your mission?  
*Our mission is...*

*Strategic plans are  
worthless unless there is  
first strategic vision.*

2. What compels or drives your organization?

3. Do your current services line up with your mission statement? If so, how?

4. Do you have services that were effective in the past but no longer line up with the needs of your target audience or your mission statement?

5. How will medical services enhance your mission?

6. Describe what needs your organization meets in your area of service?

7. Over the next two years:

8. What is the number of clients you hope to serve?

9. Describe the type of client you wish to see.

## Market

1. What is the size of the target market opportunity in your service area? (*How many women are living in your service area that are between the ages of 14 to 30 years old?*)
2. What is the economic climate now and in the next couple of years? (*Is the population increasing or decreasing, etc.*) How will these trends affect your pregnancy help organization?
3. What are the key trends that are fueling the need for your services? (*Number of abortions in area, high teen pregnancy rate, etc.*)
4. What key trends can inhibit your success? (*e.g., two new abortion providers moving into service area, abortion providers already viewed as the place to go to for pregnancy testing, etc.*)
5. Is your pregnancy organization affected by cycles or seasons? If so, how?

## Target Audience

1. What marketing segments are you targeting? (*List segments e.g., 14-18 yrs., 19-24 yrs., 25-30 yrs.*)
2. What segments are you NOT targeting?
3. Who is your primary target client? (*go deep in answering this question*)
4. Currently, what is your customer's primary reason for coming to your pregnancy help medical clinic?
5. Is this your target audience?
6. If yes, how can you do better at serving these customers?
7. If no, what can you change?
8. Why would your target customer prefer going to your medical clinic rather than your competitor?

9. Are there any issues or concerns that your target audience might have regarding your organization or services?
10. Are there any groups who oppose what you do?
11. If yes, what are they saying about you?

## Competition

1. List the competitors of your organization. Prioritize the competitors from greatest to least threatening.
2. Which competitors pose the greatest threat, and how do they differentiate themselves.
3. List the strengths and weaknesses of each competitor. (What do they do well? What do they not do well?)
4. Which competitors have the largest market share within your target audience?
5. Which competitors have the greatest visibility with your target audience?
6. How will you differentiate yourselves from your competitors to best combat the competition?
7. What will you do differently than your competitors?
8. What barriers to entry into the marketplace have you created in the past?
9. How can these barriers be illuminated or reduced?

## Services

1. What need is your pregnancy organization designed to fill?
2. What are the benefits and features associated with your organization?
3. How do you deliver these features?
4. What is the proof that you can do what you say you can do?
5. Of these features, which one differentiates you the most from your competitors?

6. What improvements can you make to better serve the needs of your customers?
7. What new services would your target audience most need you to develop?

## Messages

1. What does each of your identified target audiences know and believe about you today?
2. What is the **single** most important message that you must communicate to ALL of your target audiences?
3. What evidence can be used to support the claim that you make in your single most important message?
4. What have your former clients reported as being the reason why they came to your center?
5. What kind of personality do you want to portray in your communications?
6. What is the net impression you want your clients to take away after each interaction with your pregnancy help medical clinic?

# The Marketing Campaign

- *Creating the Action Plan*
- *Measuring the Results*

## ***Creating the Action Plan and Measuring Results***

The strategic analysis process should have provided what you need to know for setting your client/patient marketing goals. Now, it's time to create the action plan based upon these goals.

### ***What is Action Planning?***

Action planning is when you carefully lay out **how** the strategic goals will be accomplished. Action planning often includes specifying ***objectives***, or specific results, with each strategic goal. Therefore, reaching a strategic goal typically involves accomplishing a set of objectives along the way -- in that sense, an objective is still a goal, but on a smaller scale.

Often, each objective is associated with a ***tactic***, which is one of the methods needed to reach an objective. Therefore, implementing a strategy typically involves implementing a set of tactics along the way -- in that sense, a tactic is still a strategy, but on a smaller scale.

Action planning also includes specifying ***responsibilities*** and ***timelines*** with each objective, or who needs to do what and by when. It should also include methods to ***monitor*** and ***evaluate*** the plan, which includes knowing how the organization will know who has done what and by when.

### ***Who Creates the Marketing Plan?***

Of course, this will vary per organization. But even small pregnancy medical organizations would benefit from creating a marketing team to perform the research and present a plan to the board of directors. The purpose of this team is to investigate new marketing venues, create funding plan for each venue, determine marketing campaigns and assessment process for each campaign, evaluate each campaign for success and recommend future marketing strategies to the board of directors.

After completing the marketing questionnaire, determine your marketing campaigns and create a Gantt chart that outlines your venues for the year.

### **Create a Gantt Chart**

Below is a **sample** Gantt chart that outlines marketing venues for the year and provides a quick overview of what and when a marketing action is occurring.

<b>Campaign</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
Radio												
School Newspaper												
TV Ads												
Bill Board												
Yellow Pages												
Web site												
Booth at fair												
Newspaper Mailers												
Bathroom stalls at beach restroom												

Now it is time to go to the next step and create a marketing matrix.

## **MARKETING CAMPAIGN MATRIX**

The **ON-TARGET** marketing matrix is a map that plots marketing efficiency against marketing effectiveness and records marketing details and evaluations for each action. In addition, a summary detail and marketing matrix should be created for each marketing venue.

Below is a sample **ON-TARGET** marketing matrix that addresses a client/patient radio advertising campaign. A market matrix should be written for each marketing action (e.g., radio ads, school newspaper ads, student fairs).

### **SAMPLE**

#### **RADIO ADVERTISING CAMPAIGN**

**Summary:**

A radio advertising campaign targeting a segment of the pregnancy medical organization's audience will air 20, 30 second radio ads between 10:00PM and 1:00 AM, Monday through Friday on rap radio station XXXX. The purpose of this campaign is to increase the number of African Americans who come to the pregnancy medical clinic.

**Why was this marketing action chosen?** Whereas 80% of listening audience is African Americans, ages 16 to 24, using XXXX AM station meets the criteria for reaching identified target audience.

**Are there additional qualifying radio stations in addition to XXXX AM that should be considered?** Research reveals that while there are two other radio stations targeting our desired customers, both stations had more expensive ad costs with lower overall ratings.

**Campaign Owner:** Executive Director

**Campaign will be funded through:** Individual donor or business donations specifically designated for this venue.

**Dates of Campaign:** Feb. – June 2006 and Sept. – Dec. 2007

**Effectiveness of Campaign will be Reviewed:** Monthly by marketing team

**List script(s):**

Script #1 to be aired Feb. 1-15

30 Second Ad – Power, Freedom

Woman's Voice:

POWER....FREEDOM....INDENDENCE....CONFIDENTIAL...SAFE

If you think you may be pregnant go to [possiblypregnant.com](http://possiblypregnant.com). That's [possiblypregnant.com](http://possiblypregnant.com)  
Find out if you are at risk. That's [possiblypregnant.com](http://possiblypregnant.com). Know for sure whether or not you are going to have a baby. Go to [possiblypregnant.com](http://possiblypregnant.com).

## ON-TARGET MARKETING MATRIX

Time Frame: Feb 1 – March 30

Monthly Cost: \$875 Total Campaign Cost: \$6,125 (7 mo)  Cost Per Day: \$43.75 (@140 days)	Projected Number of Responses: 420	Actual Reponses: 505	Projected Cost Per Unit: \$14.58	Actual Cost Per Unit: \$12.13			
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Target Audience	Message	Desired Outcomes	Tracking Method	Outcomes Met?	Weakness	Strengths	Possible Adjustments
<ul style="list-style-type: none"> <li>- sexually active women</li> <li>- Between 14-20 yrs</li> <li>- Worried about pregnancy</li> <li>- Lower-socio economic status</li> <li>- African American women</li> </ul>	<ul style="list-style-type: none"> <li>- Find out for sure if pregnant</li> <li>- You could have a positive test and not be pregnant</li> <li>- Safe, confidential</li> <li>- Go to web site</li> </ul>	<ul style="list-style-type: none"> <li>- Increase number of phone calls by 30%</li> <li>- Increase number of African American clients by 25%</li> </ul>	<ul style="list-style-type: none"> <li>- In office Surveys</li> <li>- Ask during initial phone</li> <li>- Create tracking of web site clicks</li> </ul>	<ul style="list-style-type: none"> <li>-Yes exceeded desired outcomes</li> <li>- Phone calls increased by 32% during hours ads were aired</li> <li>-African American clients increased by 29%</li> </ul>	<ul style="list-style-type: none"> <li>-Ad lost in mix with too many other ads.</li> <li>-Intro and background music needs more to be more culturally relative to target audience</li> </ul>	<ul style="list-style-type: none"> <li>-Timing placement of ad</li> <li>-Price within budget</li> <li>-Message, clear and direct</li> </ul>	<ul style="list-style-type: none"> <li>-Talk to station about better placement.</li> <li>-Consider change in background music</li> <li>- Use focus group for feed back on music.</li> </ul>