Extension of Service to New Area:

Expansion of the Work of

Loved Twice (www.lovedtwice.org) to Richmond, California

Prepared by

Malaka Schleem Sanders,

MBA Candidate, Keller Graduate School of Management

and

Grant Writer, Loved Twice

**Product/Service Description, Situation Analysis**

**Executive Summary**

This marketing plan outlines the details of an anticipated promotion by an existing organization, Loved Twice, Inc. The organization is a not-for-profit that has a mission to serve underprivileged infants and a market of public and private funders of charitable organizations to underwrite this work. The strategy is to increase revenue, or the capacity to carry out the organizational mission, by increasing the number of geographic areas served. Specifically, the focus of this plan is the goal of extending the Loved Twice service area to Richmond, California.

The organization is new and provides a unique service; it clothes needy infants for the first year of life. It distributes these care packages of clothing through a network of agencies that includes hospitals and pre-natal clinics; to ensure that at-risk babies are provided for immediately. This service is innovative because, generally, only a few garments are provided to underprivileged children by most community programs.

The target market, which will support the expansion of the organization’s service area,

Loved Twice is a nonprofit organization that is based in Oakland, California. Its mission is to provide new and gently used clothing for all infants in need within its service area. The small charity has garnered national media attention this year, its first full year of operations, because its concept is an innovative contribution to the social service landscape in the San Francisco Bay Area — a segment of the nation already well-known for its progressive, community-based programs. Loved Twice puts enough clothing for a child’s entire first year of life in the hands of indigent mothers free of charge. The organization utilizes a network of well-established social service agencies, which includes some of the largest hospitals and homeless shelters in Oakland, to guarantee that these generous gifts — of 10 lbs. boxes of infant clothing containing all sizes from 1-12 — reach as many of their intended targets as possible, according to Loved Twice Executive Director Lisa Klein.

**The Need for the Service**

According to Sophia Aluko, Jonathan Mayhall, Melanie Wauquiez and Alan Vercio in “Strategic Cost Management”, an article that appeared in the business journal *Financial Management* this year, Loved Twice has furnished what they term an “end to end” service solution. As these authors state, “When the process is connected to the channel, the end to end process is defined” (2010, p. 34). Despite the long history of social services in the United States, coverage of an underprivileged infants need for clothing for their entire first year of life was not present before this organization pioneered this charitable commitment. Before Loved Twice’s Founder and Executive Director Lisa Klein delivered her first massive donation of children’s clothing to a hospital and left the instruction for the nurses to, “call for more”, the process of obtaining clothing donations was not directly connected to the first channel that directly serve the infants who need them, the hospital.

**Situation Analysis**

is composed of government agencies that utilize tax dollars to provide community programs and corporations that donate profits to charities. Past funders of Loved Twice as well as Richmond, California based grantmakers are good prospects. There are a vast number of grants available and the organization only needs one in the range of $8,500 to $11,000 to expand its service area.

Because Loved Twice Executive Director Lisa Klein has developed what is an innovative, nonprofit service model, the organization has no direct competition. However, as a charity competing for grants to carry out its mission, it has numerous substitutes. Substitutes for its target audience include organizations that a prospective funder has previously supported and even the organization’s own distribution partners; because some of them provide similar services.

The price range of $8,500 to $11,000, which would be the amount that the organization would request of a prospective funder in a grant application, was arrived at by reviewing other, recent grant requests made by Loved Twice. The particular “ask”,

All nonprofit charities rely on sponsors, and among sponsoring organizations, the United Way of the Bay Area may hold the most influence for Loved Twice at this time because this grantmaker’s funding decisions are emulated by many others. To illustrate, Western Digital, a manufacturer of computer hard drives and other data storage devices, as well as a prominent corporate grantmaker in the San Francisco Bay Area, asks all of its grant seekers, via the grant application available at its website, “Does your organization receive funds from the United Way? If so, state when and how much.”

**Problem to be Solved by the New Service**

which is what the price in a grant application is called, is customized for each funder. It is based on the funder’s giving preferences, as demonstrated by past grant amounts they have awarded. This is information that is sometimes available to grant seekers.

The organization’s distribution channels and strategy is one of its important strengths. As stated previously, Loved Twice meets the need that many underprivileged infants have for clothing before the leave the hospital by distributing there. Many of the organization’s distribution partners are well-established hospitals and other institutions with budgets in the millions of dollars. These partners add tremendous credibility to its requests for financial support from the government and large firms.

Loved Twice has a traditional nonprofit promotion plan; to seek grants by requesting information from grantmakers about the funds that they make available and to submit grant applications to those funders that prioritize supporting the kind of service that it provides. The organization has a website for promotional purposes, and solicits clothing donations

Organizations can receive the most consistent funding that the United Way of the Bay Area offers by receiving one of the United Way’s Community Fund Grants. However, to be eligible for this funding, an organization must serve all of the 7-counties in the San Francisco Bay Area: (Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo and Solano Counties). A new and permanent extension to Richmond, which is in Contra Costa County, would move Loved Twice closer toward the United Way funding that could provide increased organizational strength and stability.

**SWOT Analysis for Service Extension to Contra Costa County by Loved Twice**

**Strengths**

* Innovate, end-to-end solution
* Service addresses a basic need, clothing — a funding priority of many grantmakers
* Impressive roster of public and private supporters

**Weaknesses**

* Budgetary requirements that do not result in highly visible deliverables
* Small organization in a field that requires visible growth to remain operable
* No steady revenue stream; currently, funding has to be constantly sought

**Opportunities**

* To leverage established relationships with San Francisco Bay Area social service agencies to extend the distribution network for Loved Twice
* To use the Internet to professionalize its core operations and make these operations more visible

from the community via signs and cards at area retailers and child care facilities. A key success factor in the implementation of this plan is effectively targeting appropriate grant opportunities out of the numerous grant contests available. A pitfall to avoid is focusing on unlikely funders.

The total cost for promotion from January to September 2010 was $5,867.40 and, as this plan is to be implemented in the same time frame, the first three quarters of 2011, it is anticipated that the cost for it should be similar. Over the next three years, the organization could implement this strategy for other San Francisco Bay Area cities.

* To qualify for ongoing funding by increasing its service area

**Threats**

* Funding shortfalls that result in reduction of services
* Invisibility due to lack of media interest as the organization matures
* Constraint placed on organization’s necessary growth due to it having only one employee

**Target Market: Geographic Focus**

Richmond, California is an area that Loved Twice has already established distribution ties with. Loved Twice used to provide baby clothes to prominent social service agencies in Richmond, including the Bay Area Rescue Mission, according to Executive Director Lisa Klein, before shortfalls in funding caused the organization to cut services to the groups in this area. Since an immediate capability to serve Richmond, California is present, thanks to these distribution links, all that is required is funding from a grantmaker excited enough about Loved Twice to support its expansion.

**Target Market “Fit”**

This new service, the permanent expansion of the end-to-end provision of baby clothes that Loved Twice provides, to Contra County, California, was chosen for both its already highlighted logistical feasibility and its “fundability”; what would be its marketability were Loved Twice a for-profit entity. For while most not-for-profits have significant financial needs, “project support”, or the funds required to expand services, is the financial need that many funders continue to prioritize. The organizational expenses that most nonprofit leaders are the most concerned with because they are the largest are typically categorized under the less attractive heading of “operating support”; which is discussed in more detail below.

**Risk Related Considerations of this Targeting**

Susan Friedman, in “The Criteria Project: Creating a Meaningful Methodology for Evaluating Core Operating Support and Grants”, an article that appeared the *Journal of Jewish Communal Service* this past January, elaborates on the distinction, for grantmakers, between supporting current operations vs. new projects and the concerns that these areas raise:

As opposed to project-based grants, for which evaluation parameters are circumscribed and methodologies well established, the assessment of core-operating support grants requires the funder to achieve an understanding of how the agency as a whole helps the philanthropy achieve its aims. Despite the growing recognition of the critical role that core operating support plays in the health and effectiveness of nonprofits, broad acceptance of this approach by funders is still stymied by the challenges of evaluating its impact.

In short, by expanding its operations, Loved Twice can obtain the financial support that it needs to continue its operation.

**Fundability (or Marketability) of this Target “Market”**

Nonprofit organizations don’t seek a profit but to serve community needs. The “fundability” of their planned programs, or the willingness of grantmaking institutions to support their endeavors financially, is the area that most closely aligns with the profit that a company seeks because it, too, is related to the question of how much money the organization attracts by pursuing its objectives. The targeted service area proposed here, Contra County, California, is quite fundable, as it is attractive to several immediate prospects, private grantmakers located in this county, as well as an important long-term prospect, United Way of the Bay Area. This expansion would also provide Loved Twice with the ability to pursue new funding opportunities, such as support from the government of Contra Costa County.

**Growth Potential for Target Service**

The growth potential of this strategy, expanding into nearby counties as a means to secure organizational stability, has impressive growth potential as each county has a long list of grantmakers based within it with an interest in serving underprivileged children. Additionally, as Friedman stated, the better a grantmaker can assess a grant seeker’s effectiveness, the more likely the grantmaker is to finance core operating support. What this means for Loved Twice is the established relationship that the organization has with several foundations means that the leaders of these foundations can assess the operations of Loved Twice more quickly and accurately than the operations of any new grant seekers that contact them. That means that these particular funders more likely to provide the core operating support that every organization, including Loved Twice, requires. However, given the stigma associated with core operating support, as Friedman noted, it is important to have highly visible initiatives, such as this geographic extension of the service area, to put Loved Twice in a better position to continue its financial relationship with these previous sponsors. To conclude, the relatively easy expansion that Loved Twice can make into Contra Costa County makes it an ideal project to secure the organization’s attractiveness-to-funders based growth.

**Target “Market” Size**

The most important aspect of the size of the new service area for Loved Twice is the number of available distribution channels. Executive Director Lisa has established relationships with five agencies in Contra County, California that are willing to distribute the 10 lbs. boxes of baby clothes to infants in need for Loved Twice immediately. The number of potential grantmakers for Loved Twice grows as the organization does, so it is difficult to provide even a ballpark estimate of the size of this pool. For example, the organization’s current service area is Oakland, California which has 120 grantmaking, charitable foundations located within its city limits, according to the Foundation Finder utility located on the Foundation Center’s website; and Loved Twice is in no way limited to seeking funds from nearby grantmakers. For example, The Clorox Company Foundation is located in Oakland, California but may or may not limit all of its contributions to this area. Western Digital Corporation finances charitable endeavors located in various regions of California as well as Colorado. Finally, The Wal-Mart Foundation, which has donated to Loved Twice, is located in Arkansas. Organizations look for a match between a foundation’s funding priorities and its service goals; geography is not a consideration for many grants.

**Competitors and Substitutes: Support for Why There Are No Competitors**

Numerous not-for-profit organizations around the country offer free and reduced clothing for underprivileged infants, but all of these solutions require the mother to leave the hospital with the baby — sometimes an unclothed baby according to Loved Twice Executive Director Lisa Klein. At a thrift store, typically, a disadvantaged new mother would most likely obtain clothing for the child’s current size and need through a charitable organization, not clothing for the child’s entire first year of life. Loved Twice’s end-to-end charitable provision of new and gently used baby clothing is the core service that is to be expanded to a new geographic location; specifically, the San Francisco Bay Area city of Richmond, California. As Loved Twice has pioneered an innovative offering, it has no direct competition.

**Substitutes**

Loved Twice has an impressive list of corporate sponsors, including Wal-Mart, Wells Fargo, Major League Baseball, Intuit and Qualcomm among others according to Executive Director Lisa Klein. Another prominent sponsor is Alameda County, the county in which Oakland, California resides. The support of this public entity lends important respectability that is useful for securing private support; from both privately-held foundations and companies. These grantmakers each provide financial support to a number of agencies; and these grantee agencies are the most likely substitute grantees for Loved Twice’s grantmakers. The grantees of prospective funders are also important substitutes for Loved Twice’s donor pool. Finally, as each of Loved Twice’s distributors is a social service agency serving the same target population, some even serving that population with similar services, each distributor is also a potential substitute.

**List of Current and Potential Competitive Substitutes:**

Prospective Loved Twice Agency Distributors in Contra Costa County:

* Bay Area Rescue Mission
* Brighter Beginnings, Richmond
* Brookside Community Health Center
* Greater Richmond Interfaith Program
* Welcome Home Baby

Grantees of The Crescent Porter Hale Foundation, a Bay Area Grantmaker, include:

* C.E.O. Women, Oakland
* Love-A-Child Missions, Bay Point
* Bridge the Gap Tutoring, San Anselmo
* Boys & Girls Clubs of Oakland
* Asian Neighborhood Design, San Francisco

Below is an analysis of a substitute from each of these categories

**C.E.O. Women: Strengths, Weaknesses, Size, Stability, Targets and Comparison**

“The mission of C.E.O. Women”, states the organization’s website, “is to create economic opportunities for low-income immigrant and refugee women through teaching English, communications, and entrepreneurship skills”. One of this organization’s strength is that it has been in existence for ten years, when compared with Loved Twice which is in its first full year of operation. This organization does not provide for one of the immediate basic needs — food, clothing or shelter — directly as Loved Twice does. According to the 2008 tax return for C.E.O. Women, the last available tax document available to the public via the Foundation Center Website, this organization had assets of $505,560 in 2008. In that year, C.E.O. Women had a less than $3,000 difference between its revenue and expenses. Such a slim margin contributes to a sense of organizational instability for an agency of this size; and is, therefore, a weakness. Loved Twice has assets of less than $25,000 and, thus, appeals to grantmakers excited by pioneering solutions at an earlier stage of market acceptance.

**Greater Richmond Interfaith Program:** **Strengths, Weaknesses, Size, Stability, Targets and Comparison**

“New churches continue to join the coalition” proclaims the website of Greater Richmond Interfaith Program, or GRIP; highlighting the fact that this is a religious organization. This affiliation may mean that GRIP is less likely to receive grants from some grantmakers as many require religious organizations to demonstrate that their social services are not limited to their congregations. This means that GRIP would be subject to a criterion that secular grant seekers are not. However, the organization’s provision of food and shelter is its real strength. GRIP is a prospective Contra Costa Loved Twice distributor. The Greater Richmond Interfaith Program has more than $4 million dollars in assets and net more than $200,000 in revenue in 2008, more than enough to offset any shortfalls in funding. GRIP is a large and stable organization that provides food and shelter, major needs. However, this institution would not necessarily be seen as being in the same grantee category as Loved Twice by many grantmakers because of its traditional service model and size. The distribution partnership with GRIP and other large agencies is one of Loved Twice’s key organizational strengths.

**Pricing**

Loved Twice provides a contribution to the San Francisco Bay Area community that has a size that is customizable based on the needs and goals of the partnering funder. Much like the business-to-business sales environment, the organization submits proposals that are, in effect, bids to provide this particular community benefit on behalf of charitable foundations, that have the goal of benefiting the community in specific ways, at whatever level they are able to give. Recent proposals have fallen in the range of $8,000 to $11,000. Loved Twice’s pricing strategy for the expansion of its services is to offer a low cost to funders that are interested in helping to provide for the basic needs for a large number of young children in the most financially efficient way by requesting only the incremental, or variable, cost associated with providing this end-to-end service in a new region. According to Philip Kotler and Kevin Lane Keller in Marketing Management, Thirteenth Edition, this is a value pricing method, which they describe as, “charging a fairly low price for a high-quality offering…to attract value-conscious consumers” (p. 392). The reason for selecting this strategy, as discussed in the section, “Risk Related Considerations of this Targeting” is the fact that many funders have articulated a strong preference for supporting the variable costs associated with the expansion of a service versus the fixed costs required to maintain a service.

Loved Twice’s pricing objective is to obtain the financial support necessary to provide this service, which requires an investment in the staffing required to make it possible. Each proposal for an increase of the service area necessitates an increase in staff time. Increased staff time is a variable cost that contributes to the organization’s largest fixed cost, the salary of its Executive Director. As long as staff time is funded, Loved Twice’s Executive Director can continue to recruit and manage volunteers, distribution partners, collection partners, purchase inventory, secure media coverage and the myriad other tasks that Lisa Klein has been doing since the organization’s inception. Because the agency is small, its Executive Director is the key driver of this end-to-end service to San Francisco Bay Area infants. Increases staff time is being priced at $30 per hour, inclusive of payroll expenses. The cost of promotion, specifically, to advertise Loved Twice clothing donation collection sites, is included in each grant proposal.

**Pricing Structure**

To arrive at the amount of a particular “ask”, the nonprofit sector equivalent of a for-profit sector bid, the grant-seeking agency conducts research on the funder, which may be a government entity or charitable division of a company, to find out the amounts of the grants the funder has provided for similar projects or to other grant-seekers close in size. Because Loved Twice is seeking to expand its service to a new area and is a small organization, grants that a funder has provided for regional expansion and/or to newer and small organizations can provide an estimate for Loved Twice’s grant request to that funder. For example, if a funder provides grants in the range of $5,000 to $30,000 and grants for project expansion and/or for the smallest agencies listed are in the range of $5,000 to $15,000, Loved Twice would assess, on an individual basis for each funder, how much to ask for within the floor and ceiling amounts provided by the latter range listed above. The final amount is based on how closely the expansion of Loved Twice’s end-to-end service to Contra Costa County aligns with a particular funder’s grantmaking priorities; as demonstrated by the roster of organizations and projects the funder has recently made grants to. No special offers or discounts will be used.

**First Year Gross Revenue Projection and the Relationship of Price with Expenses**

The first year gross revenue for an expansion to Richmond, California can be estimated to be in the range of $8,500 to $11,000 based on the budgets for the expansion of Loved Twice’s service area to Santa Clara County (San Jose, CA) and San Francisco County (San Francisco, CA) respectively. These budgets calculate the total expenses that constitute the gross amounts for recent grant requests by Loved Twice for expansion into these areas. All of these expenses are variable; the operating costs for Loved Twice’s current service area, Alameda County (Oakland, CA), in which all of the organization’s current expenditures are contained, are not included. The $8,500 grant request for expansion to San Jose, California includes 150 additional hours of Volunteer Coordination charged at $30/per, for a total of $4,500 for this variable expense that contributes to the maintenance of the organization. The $11,000 budget for expansion to San Francisco, California includes approximately 300 additional hours of Volunteer Coordination charged at the same rate.

**Short and Long-Term Profitability, Competitors Prices, Price Fit with Target Market**

Loved Twice is a not-for-profit organization and, as such, has the goal of providing a valuable service to San Francisco Bay Area children without regard to profit. The organization’s financial concern, when undertaking work, is the sustainability of that work. A project is sustainable if Loved Twice can secure the funding required to meet the expenses that are incidental to the work. Expansion of Loved Twice’s service area to Contra Costa County, California is sustainable in the short term because it contributes to the maintenance of the organization’s operations today by providing more government entities and charitable foundations with an attractive project to support. It is sustainable in the short and long term because well-established distribution relationships are in place in the area. Finally, it is sustainable in the long-term because, as part of an overall strategy to expand to all of the counties in the San Francisco Bay Area, it is a step toward positioning the organization for the long-term financial security that is required for the ongoing successful delivery of its benevolent mission. Regarding competitors prices, the requested grant amounts of successful grant-seekers of a particular funder are examined before Loved Twice makes its own request. The price, or grant request, is custom fit to each targeted funder, the target market for these proposals.

**Channel Strategy, How the Service is Delivered**

Loved Twice has distribution commitments from the following Contra Costa County not-for-profit organizations: Bay Area Rescue Mission, Brighter Beginnings, Brookside Community Health Center, Greater Richmond Interfaith Program, and Welcome Home Baby. The strategy is to reach the intended recipient of the clothing donation, underprivileged babies, by distributing the donations through the agencies that serve them. Professional service providers provide assessments for Loved Twice to determine which infants need clothes. At medical facilities, such as Brookside Community Health Center, this screening may be conducted by a nurse. At other agencies, such as the Greater Richmond Interfaith Program, an organization discussed in detail in the “Substitutes” section of this marketing plan, an interview with the mother of a newborn about the child’s needs may be conducted by a social worker. Loved Twice Executive Director Lisa Klein provides boxes of clothes to representatives of each distribution agency on a monthly basis. These agencies also track their supplies of the boxes and contact Loved Twice for more when they run out.

**Value Added by Channel Partners**

The reason that Loved Twice distributes its service through a network of provider agencies is because these agencies provide access to the intended recipients of the gifts; much like how a grocery store provides access, for food manufacturers, to the shopper. Young children in need are present in large numbers in this network of agencies because these agencies provide other free and low-cost services for this same group. Brookside Community Health Center, for example, is a government funded pre-natal clinic; so its infrastructure and mission make it an ideal distribution partner for Loved Twice. And again, in addition to providing distribution to the underprivileged newborns that Loved Twice serves, Loved Twice’s channel distribution partners also provide assessment and tracking services for the donations. When communicating with donors, all of these agencies can highlight the effectiveness of their work in the community by discussing their partnership with Loved Twice; which enhances their fundability. A particular organizational structure is not required to garner the support of these distribution partners as these partners are very supportive of Loved Twice’s mission to provide an innovative and needed service to their clients. Loved Twice’s distribution partners do not earn revenue as part of this relationship but have garnered publicity through Loved Twice’s media appearances.

**Physical Facilities, Sales Force, Sales Process**

Loved Twice has five collection sites. Each site is managed by an organization that Loved Twice has partnered with to receive donations of gently used infant clothing from the San Francisco Bay Area community. Three collection sites are children’s salons, one is a consignment shop and the other is a head start program that has agreed to receive donations for Loved Twice at its pre-kindergarten grade school and by mail. All of these sites receive promotion of their services when Loved Twice advertises their locations as collection sites to individual donors. The salons and the consignment shop are businesses. For these businesses, the partnership with Loved Twice makes their offerings more attractive to civic-minded consumers in the San Francisco Bay Area.

After the collection bins located at these sites are filled, representatives of the collection partner organizations contact Loved Twice Executive Director Lisa Klein to inform her that donations are ready for pick-up. Executive Director Lisa Klein then coordinates the pick-up and drop-off of these donations among volunteers or completes this task herself. As part of the process, Executive Director Lisa Klein organizes work sessions for volunteers to sort and package donations. Clothes that are not in excellent condition are discarded. Unpackaged clothing is warehoused by Loved Twice while packaged clothing is stored by Loved Twice’s distribution partners. Executive Director Lisa Klein also purchases new and gently used clothing to complete the box sets with needed items that were not donated. Loved Twice boxes include not only clothing for a child’s first year, but also a small, new toy and a book.

Executive Director Lisa Klein recruits each channel member and handles all ongoing communications with them on behalf of Loved Twice. She selected each of these channel members and made her requests to them based on their organizational fit with Loved Twice’s mission. Executive Director Lisa Klein first organized an infant clothing drive in response to a request for baby clothes in New Orleans, Louisiana for young children displaced by Hurricane Katrina. After the success of this effort, she decided to continue this important work by assisting underprivileged infants in her local area and has managed Loved Twice since that time. Before starting the organization, Loved Twice Executive Director Lisa Klein was a graphic designer. People Magazine awarded Lisa Klein for making this contribution by publishing a profile piece about her in its July 10th issue.

**Overall Promotion/Communications Strategy**

In order to carry out its mission, Loved Twice has to gain support for its work from both individual and institutional donors. Government bodies and private charitable foundations, owned by corporations, provide the operational budget. Consumers in the San Francisco Bay Area provide the high quality, gently used baby clothing that largely comprise the benefit that Loved Twice provides to this community; essentially, the organization’s core work is redistributing these valuable items. The message to both audiences is the same: Loved Twice coordinates the community’s resources efficiently so that donors can immediately improve the lives of underprivileged children at a modest cost. This message is part of an overall Integrated Marketing Communications (IMC) approach in which the graphics and messages used in proposals to funders are also used in signs and postcards for individual donors, and all of these communications are reinforced on the Loved Twice website.

**Specific Communication Strategies**

Loved Twice reaches funders through direct communications. This includes formal grant applications, phone calls and personal meetings when invited. Loved Twice Executive Director Lisa Klein, for example, was asked to make a presentation about the organization’s work by the Alameda County, California government body that has provided the majority of Loved Twice’s 2010 operational budget. The additional cost of this promotion, above the telephone, office supplies, Internet access and other expenses required for the organization’s maintenance is negligible. This is the method used by most nonprofit organizations, including potential substitutes for Loved Twice’s service, to secure funding.

Loved Twice reaches community donors through direct marketing promotional materials that include postcards listing the collection sites and signage at the children’s salons, consignment shop and head start location that are accepting the donations. The target audiences here are the parents who are taking their young children to school or to get their hair styled and the shoppers at the consignment shop that can appreciate the value of high quality, “recycled” clothing. The grants that Loved Twice receives from institutional donors cover the cost of promoting to individual donors.

The first communication strategy recommended by this marketing plan is for the organization to re-apply to the corporate, charitable foundations that have previously supported Loved Twice and request increased funding to cover the cost of the expansion of the service area to Contra Costa County, California. Companies that have provided financial support to Loved Twice include Wal-Mart, Wells Fargo, Intuit and Qualcomm. This strategy can be implemented in the first quarter of 2011.

The second communication strategy recommended by this marketing plan is for Loved Twice to research and apply for city, county, and/or state level funding that has been designated by the government for this purpose. In Oakland, California, Loved Twice is supported by Alameda County. This expansion would likely make the organization eligible for financial support from the City of Richmond, the County of Contra Costa or the State of California. This strategy can be implemented in the second quarter of 2011.

The third communication strategy recommended by this marketing plan is for Loved Twice to contact charitable foundations focused on the needs of the infants in this area. Loved Twice Executive Director Lisa Klein may be able to get leads from her distribution partners for this purpose as they are based in the area. Some of Loved Twice’s distribution partners, such as The Greater Richmond Interfaith Program, are of such a substantial size that they are not likely to view Loved Twice as a competitor. This strategy can be implemented in the third quarter of 2011. The target date range for expansion of service to Contra Costa County would be from the second half of 2011 to the first half of 2012 based on the receipt of funding to begin.

**Promotion Budget**

The following promotional budget has been excerpted from a financial summary provided by Loved Twice Executive Director Lisa Klein and represents the costs associated with submitting grant applications, promoting collections sites to individual donors and maintaining LovedTwice.org:

Loved Twice

Financial Summary (\*Promotion and Fundraising related expenses only)

Short Period January-September 2010:

Program Supplies, Materials and Promotion $3,765.57

Development/Fundraising $2,101.83

\_\_\_\_\_\_\_\_

$5,867.40

Since this marketing plan is to be implemented in the same time frame in 2011, January through September, that this budget represents, and recommends continuing the same promotion strategy, it is anticipated that the organization’s promotional expenses for 2011 would be in this range.

The following revenue projections have been excerpted from financial information provided by Loved Twice Executive Director Lisa Klein that was included in recent grant applications for expansion into the listed counties. The recommended expansion is of a similar size to these recent proposals, so the revenue for it is expected to fall within the range of $8,500-$11,000.

Loved Twice

Budgets (\*total figures only)

Expansion of Services

San Francisco County $11,000

Santa Clara County $8,500

References

Aluko, Mayhall, Wauquiez and Vercio (2010). Strategic Cost Management, *Financial Management*, p. 34-35.

Community Relations: Grant Requests (n.d.) Western Digital Corporation Website. Retrieved October 28, 2010, from <http://www.wdc.com/en/company/grantrequest.asp>

Our Grants Process: How to Apply for Funding (n.d.) United Way of the Bay Area Website. Retrieved October 28, 2010, from <http://www.uwba.org/for-nonprofits/our-grants-process/>

Friedman (2010). The Criteria Project: Creating a Meaningful Methodology for Evaluating Core Operating Support and Grants, *Journal of Jewish Communal Service*, p. 62-65.

Foundation Finder (n.d.) Foundation Center Website. Retrieved October 28, 2010, from <http://foundationcenter.org/findfunders/foundfinder/>

Sample Grants Awarded in 2009 (n.d.) The Crescent Porter Hale Foundation Website. Retrieved October 28, 2010, from <http://www.crescentporterhale.org/grants/grants.htm>

Home Page (n.d.) Creating Economic Opportunities (C.E.O.) for Women Website. Retrieved October 28, 2010, from <http://www.ceowomen.org/>

990 (Nonprofit Tax Return) Finder (n.d.) Foundation Center Website. Retrieved October 28, 2010, from <http://foundationcenter.org/findfunders/990finder/>

Home Page (n.d.) Greater Richmond Interfaith Program Website. Retrieved October 28, 2010, from <http://gripcommunity.org/>

Benet, Lorenzo (2010). A Mom Donates Clothing to Babies in Need, *People Magazine*, p. 126

Kotler and Keller (2009).Marketing Management: Thirteenth Edition p. 392.