



MARKETING PLAN

St. Mary's Center for Women and Children

September 12, 2019

With 38,000+ non-profits in MA and close to 600* in Boston alone, how does St. Mary's Center differentiate itself?

That's the branding and marketing challenge.

* Guidestar database

Branding and Marketing

Definition: brand·ing

noun

Simply put, your brand is your promise to your customer. It identifies and differentiates your service from other services offered by competitors.

Definition: mar·ket·ing

noun

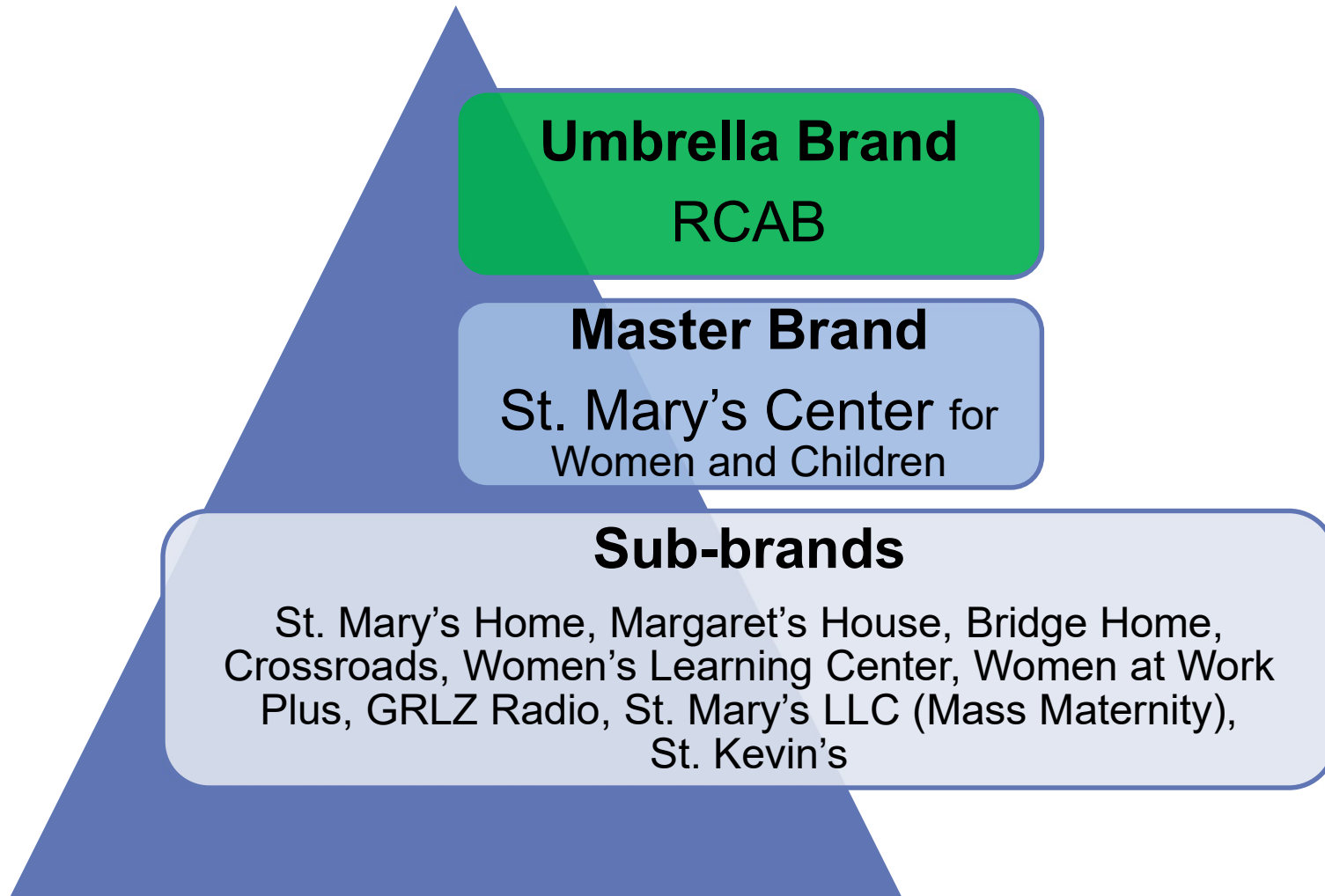
The action or business of promoting and selling products or services, including market research and advertising.

Branding is who you ARE. Marketing is what you DO.

Current State

- **Unclear brand identity**, which results in lower brand value
- **Lack of awareness** of scope of St. Mary's Center services. Outside entities often know only about the specific services where there is a historical connection or existing partnership or contract
- **No concise elevator pitch** used consistently by all ambassadors when speaking or publishing externally about St. Mary's Center
- **Individual program names** used externally, making some audiences believe each are independent entities instead of part of St. Mary's scope. Situation will be exacerbated by onboarding new programs such as "Big Blue"
- **Affiliation with RCAB/Catholic Charities** both a positive and a negative
- **Over-reliance on one major event** to promote awareness and raise necessary funding
- **Inconsistent nurturing** of existing donor base due to staffing limitations/bandwidth
- **Uncertainty and fluctuation** of state and federal funding.

Current Brand Hierarchy



What People Are Saying

Don't you receive funding from the Archdiocese of Boston?
What is their role? Is religious doctrine involved?

Didn't know you had so many programs

Why do you need donations if you have state and federal contracts?

What makes you different?

Thought you were just a homeless shelter

Great content on website but a bit overwhelming

Aren't you part of Catholic Charities?

Do you only serve Catholic women?

Why should I give to you vs. other agencies that support the homeless?

Marketing Strategy

- Re-define the St. Mary's Center brand and clearly differentiate it from similar organizations
- Represent the brand as a sequential transition showing the full scope of services *that lead to long-term change*
- Simplify how we describe St. Mary's by de-emphasizing program names externally
- Partner with other or competing non-profits to generate cross-referrals and enhance our economic model
- Define and position RCAB affiliation given ongoing negative press.

Risks/Mitigation Strategy

What risks are there if we implement the marketing strategy and how do we mitigate them?

RISK	POTENTIAL MITIGATION STRATEGY
Implement a marketing strategy without a strategic plan in place	Respond to critical need for more funding by creating elevator pitch and refreshed messaging as first steps in reflecting broader range of St. Mary's services. It's understood the marketing strategy, as presented, will undergo revision once the strategic plan is completed.
Create a brand in a "vacuum"	Involve diverse cross-section of internal and external persons who represent our mission to weigh in on new branding recommendation via mini-focus groups.
We think we "just need a new logo"	Beyond a new logo, simplify the way we tell our story to differentiate us; create elevator speech and new messaging; segment communications by audience.
We over-communicate	Critically important to coordinate with Development Team so audiences are not receiving too many communications from us in a short span of time.
Confuse current clients/funders/donors (e.g., are we closing, changing focus, not interested in their business)	Develop an outreach campaign beginning with an e-newsletter to external audiences; highlight new logo, why the change, and update them on any new initiatives and share results/outcomes
Confuse current employees	Develop an internal communications campaign; introduce new branding concept in <i>All the News You Need to Know</i>
RCAB vetoes our recommendations	Gain buy-in at the onset to ensure their support and willingness to have St. Mary's reach the next level
We have no budget to fully develop and execute the strategy	Set aside investment dollars in FY20 budget

So How Do We Tell Our Story?

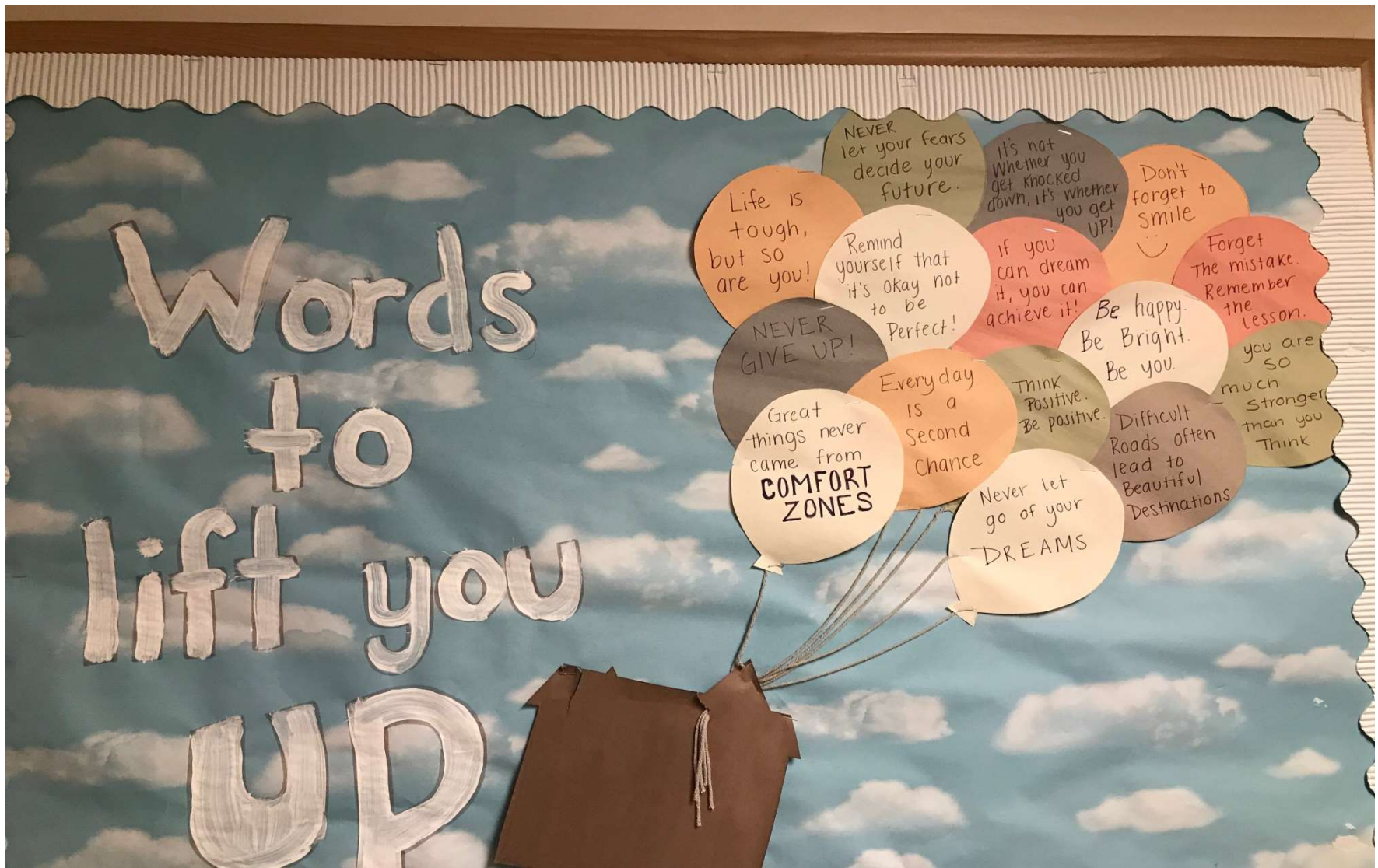


Photo courtesy of residents of St. Mary's Home

St. Mary's Center for Women and Children

Building a pathway to long-term independence

HOPE

Residential haven

- Pregnant teens
- Moms with children
- Moms and dads with children
- Children without parents
- Children subject to abuse

SELF-SUFFICIENCY

Learning/skill-building

- Parenting skills
- Onsite classrooms
- High school equivalency preparation
- Financial literacy training
- College level courses
- Job readiness training
- Interviewing/resume writing & dress for success skills
- Job internships
- Radio DJ training and career development for teen girls

SUSTAINABILITY

Employment & housing

- Gainful employment
- Transitional housing
- 8 to 12 month stabilization monitoring to ensure sustained self-sufficiency
- Affordable, permanent housing

Marketing Strategy Goals/Benefits

- Improve general awareness of St. Mary's Center and its mission
- Differentiate St. Mary's Center from other non-profits by communicating our results (*need data*)
- Establish St. Mary's Center as experts in our field
- Motivate prospective donors to give and nurture existing donors
- Develop stronger relationships at the top with Massachusetts government agencies to gain more contracts
 - ❖ Marylou Sudders (Secretary DHHS)
 - ❖ Jeff McCue (DTA)
 - ❖ Linda Spears (DCF)
 - ❖ Joan Mikula (DMH)
 - ❖ Janelle Chan (DHCD)
 - ❖ Jeff Riley (DOE)
- Expand corporate relationships/strategic partnerships
- Drive traffic to a newly refreshed website.

Marketing Tactics

- Build elevator pitch
- Develop new messaging and segment audiences; one size does not fit all
- Nurture existing donors and strategic outreach to new donors/funders
 - ❖ Share news and updates of interest to each audience beyond the usual “ask” for donations
- Create talking points to reinforce key messages in every external meeting
 - ❖ Prospective major donors
 - ❖ Legislators, elected officials and government clients (Sudders, Spears, etc.)
- Design new logo and tagline to better reflect scope of services/programs
- Create leave-behind packet for external meetings (can merely be a hard copy of a few slides)
- Refresh St. Mary’s website
- Enhance social media presence.

Target Audience Segments

- **Internal**

- ❖ All employees
- ❖ Clients residing on campus
- ❖ Board of Trustees

- **External**

- ❖ Current funders
 - State and federal agencies; Foundations; others
- ❖ Current donors
- ❖ Prospective donors, Foundations, grantors
- ❖ Key stakeholders
 - Elected officials/legislators/public policy leaders
 - Jones Hill community
- ❖ Strategic partners
 - Corporate
 - Higher Education
 - Other non-profits with a similar mission
 - Hospitals, community health centers, insurance plans
 - Trade associations (Building trades; unions)
- ❖ Media

Elevator Pitch

- Its origins, over 150 years ago, was as a haven for abandoned babies and young mothers. Building on that rich history, St. Mary's Center for Women and Children is today a thriving community of learning, skill-building, job training and placement. At its core, St. Mary's mission is to foster hope and self-esteem, and prepare at risk-families for a life of emotional stability and an independent, sustainable future.
- Located on the former site of St. Margaret's Hospital and recognized as a leader in its field, St. Mary's Center supports more than 700 women and children each year through six residential and three learning programs. Last year:
 - ❖ 21 women graduated with a high-school degree and three are now in college
 - ❖ 24 women graduated from the job training program, a 100% graduation rate, and many went on to full time employment.
 - ❖ 21 families have moved into a stable home and 61 families are receiving follow-up support in their new homes
 - ❖ 125 children removed from their home due to trauma, abuse and neglect received 24/7 nurturing, clinical and emotional support.
- The annual cost of providing all services at St. Mary's Center is \$9M. State and federal funding contributes \$6M.

Key Messages

- St. Mary's Center is recognized as a pioneer in creating trauma-informed programs. These programs have been proven to help women who have faced repeated obstacles realize hope and success for the first time in their lives.
- Its inception more than 150 years ago was as a much-needed shelter for abandoned babies and young mothers. Today, St. Mary's Center is so much more. Through its expanded mission, its six residential and three learning programs, it not only provides a haven for children and families, it also provides a pathway to sustainable economic independence.
- Through educational and emotional support, skill-building, job training and placement, and access to transitional housing, St. Mary's helps women build the confidence and skills they need to plan for a long-term, independent future for themselves and their families.

Key Messages (cont.)

- The need for these services is urgent and acute. Overall, in the past year:
 - ❖ Homelessness in Massachusetts increased 14% to 20,068 people
 - ❖ The percentage of homeless youth has increased by 11%
 - ❖ On any given day, across the state of Massachusetts, more than 3,000 families seek emergency assistance for housing.
- The challenges faced by St. Mary's Center clients and residents often seem insurmountable. But the support and mission-driven services that St. Mary's offers, provide a haven for children and empower women as they build the skills and the ability to lift themselves and their family out of repeated trauma and poverty.

Key Messages (cont.)

- Women at St. Mary's are given a hand up not a hand-out. They must participate in helping themselves, work hard, and achieve goals to participate in and graduate from the programs. The focus is on the individual by providing wrap-around assistance; housing, job training and employment, education, and parenting and emotional supports.
- Through one of its residential programs, St. Mary's provides 125 children per year, who have been removed from abusive situations, with 24x7 care. Often, these children are taken from their parents by the courts or are found living alone. Many require crisis stabilization and behavioral health services. Payments from the State are inadequate to cover the full cost of this care. St. Mary's relies on private donations to ensure these children receive the services they need and deserve.

Key Messages (cont.)

- Through its nationally recognized program for at-risk teens, nearly 100 girls a year learn radio programming and video production as well as creative writing and blogging, all within a safe, nurturing environment. Many of the girls attend college, becoming the first in their family to do so.
- The support St. Mary's Center provides families continues on even when they secure permanent housing. They receive follow-up assistance for 12-18 months or beyond if needed.
- St. Mary's is currently involved in a capital campaign to expand its reach and impact by proactively establishing a Community Resource Center. Through this Center, individuals and families will be able to receive services and counsel BEFORE they become homeless.
- Consistent with its history of anticipating and meeting dire need, St Mary's Center is currently acquiring property at 8 Notre Dame St., Roxbury, to provide an additional 50 families with housing, maternal child health services, financial literacy, and employment skills training. We expect the site to be fully operational in 2021.

Key Messages (cont.)

- St. Mary's runs a very lean organization with 87 cents of every dollar taken in going to provide services
- The annual cost of providing services at St. Mary's is \$9M. State and federal funding contribute \$6M. The balance must be raised from private funding, grants and individual donations.
- St. Mary's Center is an independent 501(c)3 organization. It serves all children, women, and families without regard to religion, race or ethnic background.
- St. Mary's mission is rooted in Catholic social justice teaching, which encourages all to assist the poor and vulnerable, foster charity and justice, and uphold the dignity of all.
- Although part of the social justice umbrella of the Roman Catholic Archdiocese of Boston (RCAB), St. Mary's receives no funding from the RCAB and programs are free from religious doctrine.
- Catholic Charities, another social justice organization under the RCAB umbrella, also does not provide funding support to St. Mary's.

Measure and Track results

Key metrics of success:

- **Recognition:** Our primary audiences should recognize our organization and what it stands for
- **Understanding:** Employees, clients, donors, potential donors, partners, and stakeholders should have an understanding of and the ability to communicate our expertise and service offerings.
- **Reputation:** By building an effective brand, our reputation and areas of success should resonate strongly and appropriately with our target audiences.

St. Mary's Center for Women and Children

Marketing Plan Timeline

Phased Approach		Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Implementation planning	Draft Marketing Plan													
	Elevator speech development													
	Develop selected messaging/visuals for Diamonds of Dorchester event													
	Message development (talking points for meetings, leave behind slide deck)													
	Identify and select pro-bono creative vendor													
	Draft e-newsletter for external audiences													
	Design new logo and tagline													
	Revise Marketing Plan draft (pending completion of new strategic plan)													
Launch	E-newsletter to external audiences													
	Internal announcement and events													
	External stakeholder/partner outreach													
Ongoing	Internal: All the News You Need to Know													
	Meetings with key prospective donors													
	Annual visits with Comm of MA Secretariats													
	Annual luncheon/roundtable on clinical best practice													

Budget *(TBD at a later date)*

Phase	Cost
Implementation planning	\$
Creative development	\$
Website development	\$
Launch	\$
Ongoing communications	\$
Staff to support ongoing marketing efforts	\$