

# Marketing Project Terms of Reference

DRAFT 1

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## **Background**

It is timely to consider ABM's marketing strategy, evaluate existing marketing tools and consider new audiences and tactics that may benefit the organisation in sharing its good news and generating supporters and income.

ABM has identified that in the last decade it has not specifically reviewed its marketing strategy or the way in which it communicates with and promotes itself and its work among its target audiences.

Despite having a highly engaged supporter base, ABM is aware that its traditional donor base and constituents are in decline and consequently, fundraising income may continue to decrease in the coming years.

Government income for ABM 's development work is also likely to reduce, perhaps substantially, in the near future and will no longer offer some cushioning for the reduction in fundraising income.

However, ABM's income for emergency relief work has continued to grow and ABM's moves to gain Public Benevolent Institution status may provide opportunities to expand emergency relief efforts to include developed countries and domestic emergencies within its emergency relief fundraising and to improve fundraising for Aboriginal and Torres Strait Islander Programs.

With consideration of these external factors and the aim to reset ABM's marketing strategy, this six month marketing project seeks to achieve the objectives below and develop a strategic marketing plan for ABM to consider.

This draft outline of the marketing project aims to identify the main objectives to be achieved in the initial six month period.

## **Objectives**

- 1) Review and analyse ABM's marketing performance over the last ten years.
- 2) Review the current marketing activities to determine strengths, weaknesses, opportunities and threats.
- 3) Review ABM's current stakeholders and audiences, including its existing support base and its potential for growth or decline over the next five years.
- 4) Review the existing programs ABM offers to determine their marketability.
- 5) Review the marketability of ABM's brand and the effectiveness of the related messaging with its existing stakeholders and support base and its potential for attracting new supporters.

## **Tasks and Outputs**

Based on the above objectives, the following briefly outlines the relevant tasks and outputs associated with the project in order to provide an overview of the specific and measurable work to be undertaken.

### **1) Review and analyse ABM's marketing performance over the last ten years.**

- Conduct research to review the marketing activities undertaken in the last decade.
- Data analysis to be undertaken by ABM's Database Supervisor to review correlation between new donors and increase in fundraising targets, following the implementation of new tactics over the period. Note; this is dependent on the metrics collected over the last decade.

OUTPUT: Audit document produced by March 2016.

### **2) Review the current marketing activities to determine strengths, weaknesses, opportunities and threats.**

- Identify internal strengths and weaknesses as well as external opportunities and threats of ABM's marketing.

OUTPUT: Produce a SWOT analysis by February 2016 that looks at existing marketing tactics used by ABM.

### **3) Review ABM's current stakeholders and audiences, including its existing support base and its potential for growth or decline over the next five years.**

- Review the groups and mechanisms ABM uses to engage the church (eg: Auxiliary, Associates, Committees and others).
- ABM's Database Supervisor to evaluate the demographics of ABM's existing support base using existing data in Raiser's Edge and determine any trends for growth or decline.
- Note; the Communication Team may be engaging an external company to analyse the current data and segment donors into target markets which may be done in conjunction with this work.
- To further determine potential for growth, assess the existing marketing tactics used to nurture new, existing and lapsed donors. Findings from this analysis will lead to marketing tactic recommendations in the draft strategic plan that aim to enhance and nurture donor relationships.

OUTPUT: By March 2016, recommendations offered as to how ABM's groups and committees might be used to further effectively market ABM's work. (Part A in timeline)

OUTPUT: Evaluation of growth offered based on data analysis from Raiser's Edge by April 2016. (Part B in timeline)

OUTPUT: A review of the existing marketing tactics used to nurture new, existing and lapsed donors by April 2016. (Part B in timeline)

### **4) Review the existing programs ABM offers to determine their marketability.**

- Look at the streams of ABM's work (eg: Development, Church to Church, Reconciliation and Education) and consider how they may be positioned within ABM's target markets.
- Recommend what tactics might be used to promote each program to relevant audiences.

OUTPUT: By April 2016 produce a positioning summary of the programs' target audiences and any associated tactics that might be utilised.

**5) Review the marketability of ABM's brand and the effectiveness of the related messaging with its existing stakeholders and support base and its potential for attracting new supporters.**

- Identify ABM's current key messages.
- Work with the Marketing Working Group and the Communication Team to consider how the key messages can be refreshed or streamlined to promote ABM's core offerings to relevant markets and attract new supporters.
- Engage with key supporters through an online survey to learn about attitudes and beliefs of ABM.

OUTPUT: Results of online survey by May 2016.

OUTPUT: By June 2016 create a recommendation document for the board that offers a key message analysis as well as recommendations on the marketability of ABM's brand that will feed a draft strategic marketing plan. Such recommendations are linked to the findings from the above four objectives.

Following the June board meeting and incorporating relevant feedback, a draft strategic marketing plan will be produced that will stem from above produced outputs and findings. It will recommend tactics and tools, both existing and new, to be used over the following five year period. The date of the draft Strategic Plan is dependent upon the finding in the above objectives.

### Timeline

This Gantt Chart outlines the project plan through to June 2016. Based on the findings, the draft Strategic Marketing Plan will be produced from this end point.

	Dec-15	Jan-16	Feb	March	April	May	June
Briefing & Planning							
SWOT							
Attend Marketing Working Group Meeting							
Audit of Historical Performance							
Stakeholder & Audience Review				part a	part b		
Completed Terms of Reference & initial research tabled for Board							
Programs Review & Positioning Summary							
Online Survey Conducted							
Survey Analysis							
Key Message Analysis							
Recommendation document for Board							
Commence Draft Strategic Marketing Plan							
KEY							
Working on Task							
Output Due							

Note; outputs completed by month end or relevant board meeting date.