



Water Their Lives



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I. Executive Summary

Background

The UNICEF Tap Project was founded in 2007, in order to support the United Nations efforts to bring clean and easily accessible water to millions of children in communities around the world. Tap Project is headquartered in New York City, New York. Tap Project was originally created to partner with New York City restaurants, asking their patrons to donate a minimum of \$1 for the tap water they all already enjoy for free. What first started in one city, has evolved into a national campaign aimed at saving lives through water, sanitation and hygiene programs across the globe. As the Tap Project movement grows, so does the need for more creative and far-reaching advertising.

Industry

Giving Trends Among the “Wired Wealthy”

A recent study by Convio (www.convio.com), a relationship management software company that serves the not-for-profit sector, showed that the ‘wired wealthy’ are increasingly active online, with the intention of becoming even more so. These are individuals who donate a minimum of \$1,000 dollars annually to a single cause and give an average of \$410,986 to various charities each year. Major findings from the research include:

- 51 percent of those surveyed said they prefer giving online and 46 percent said that five years from now they will be making a greater portion of their charitable gifts online
- Most charity Web sites are missing opportunities to fully engage wired wealthy with their organization. Only 40 percent of those surveyed said that most charity Web sites made them feel personally connected to their cause or mission. Only 40 percent of those surveyed said that most charity Web sites are inspiring
- Email shows signs of lost opportunities to connect with various donors. 74 percent of those surveyed said it was appropriate for the charity to send an email reminding them to renew an annual gift. 74 percent of those surveyed said that an email from the charity about how their donation was spent and what happened as a result would make them more likely to give again.

Giving During Recessions And Economic Slowdowns

Issue 3, 2008 of Giving USA Spotlight looks at recessions and economic slowdowns and their impact on charitable giving in order to help nonprofit organizations anticipate what might occur in 2008–2009 and plan accordingly. According to Giving USA, the most important step a charitable organization can take to raise funds during a recession or downturn is to ask people for contributions in a clear and focused manner. Important steps to successful fundraising include:

- Work closely with the board of trustees to make sure that each board member is a current donor and an advocate for the organization’s vision and purpose.
- Develop and follow a fundraising, communications, and stewardship plan. With a plan, it is easier to stay focused and maintain momentum.
- Focus efforts on renewing gifts from current donors. Take no donor for granted. Thank donors, recognize their contributions and let them know of the accomplishments they have made possible.
- Maximize the use of all fundraising tactics available. This can include: thank you calls made by volunteers; online giving options; information about planned giving sent to loyal, long-term donors; and effective use of public relations and media relations to communicate.

Donors of the Future: Key Trends

The Donors of the Future scanning project (givingforum.org) was undertaken with the joint sponsorship of the New Ventures in Philanthropy Initiative at the Forum of Regional Associations of Grantmakers, and the Community Foundation Leadership Team at the Council on Foundations. The authors describe the following key trends which emerged from the Donors of the Future Scan:

- Racial and ethnic diversity will increase in almost all communities at large.

- Wealth appreciation in virtually all distinct/different population groups will become significant — e.g., more wealthy African Americans, Asians, Hispanics, women, gay, young, self-made.
- The concept of endowment will face continuous pressure as new donors – from recent immigrants to self-made high-wealth entrepreneurs – enter the system.
- Interest in giving internationally will increase among all types of donors.
- Sending money home, among foreign born living in the U.S., in income categories from top to bottom, will increase significantly.
- Flash giving– triggered by international conflict, famine, natural disasters, all unfolded instantaneously by the media – has the potential to engage and empower many donors; may be the entry point of primary mode of giving for many donors.
- Donors will be increasingly attracted to self-formed learning and giving communities or gatherings, that foster connectivity and exploration, sponsor events, etc.
- More and more donors will take care of all of their giving – flash and more sustained – with internet giving portals.
- A more mobile population of all ages, combined with out-migration from smaller towns and rural areas, and more frequent “caravanning” among retirement aged adults, may continue to diminish the appeal and incidence of place based giving.
- Giving by faith-based donors, long acknowledged as providing the majority of all giving in the US, will become even more complex to deal with. Polarization around Christian and evangelical giving will increase, as “mainstream” philanthropy institutions tag it all as “evangelical”. In current political context, Muslim giving may also become very hot.
- Peoples’ need to see themselves (i.e., people of their kind), in the leadership of the institutions to whom they give their money, time or allegiance will increase.
- All the trends above are now evident among today’s adult population. All will become more extreme as generations X and Y – and those that follow them -- enter and assume leadership in the system.

Tap Project is currently struggling with gaining interest and brand recognition from potential donors; therefore, it is not receiving the necessary funding needed to achieve their goal of building new wells. It also lacks active and frequent participation on their social media and online tools such as the website. Another struggle for Tap Project is gaining and developing a higher level of trust between itself and potential donors.

IMC Plan

Based on all of the above concerns, a new marketing plan and strategies have been developed. To help Tap Project accomplish its goals, we engaged in a thorough analysis of its current and potential donor profile, as well as the non-profit industry as a whole.

Here are the IMC objectives that our plan will accomplish:

- Raise \$2,000,000 in donation in 2010.
- Spread overall awareness of the Tap Project and recruit more online participants.
- Increase consistency and frequency of recurring donations through social media and website.
- Partner with prestigious and well recognized brands.
- Create community involvement events.

Our new marketing strategy consists of several facets, including expansion of the successful Water Week program, creating new partnerships with credit cards, the fashion industry, the fitness industry, and with the bottled water industry. Tap Project will also use a variety of promotional stunts, which include contests, various challenges and even creatively presenting dirty water in public places. The plan will also improve the celebrity appeal of Tap Project; giving it a “face”. We have conducted several surveys, including a current perception and awareness survey, a psychographics survey and a donation pattern survey for potential donors. With UNICEF’s expansive resources, Tap Project has the ability to not only become the top player in the water charity segment, but also a household name in the non-profit industry.

II. Situation Analysis

A. Economic Scan

a. Social Trends

Charitable Giving: Although the economy took a downturn late 2007 to present, donations are still steady. People donate to the people and organizations that they believe in, and even through economic hardships, most will still find away to support what they love. The majority of non-profits were expecting a sharp decline in donations; however, Americans still gave more than \$307.65 billion. After adjusting for inflation, the total amount of donation dollars was down only 5.7%, not as great of a drop as expected. Individuals contribute the most out of any group (including bequests, corporations, and foundations), contributing \$229.28 billion. Individuals donated 75% of all contributed dollars in 2008, compared to 74.8% in 2007. See Figure 1, page 19, in appendices. This bodes well for non-profits as it demonstrates that even with a fluctuating economy; individuals will continue to donate money to charities. In order to see the increase in individual donations year by year, see Figure 2, page 19, in the appendices. As seen in Figure 3, page 21, in the appendices, the majority of individuals donated to religious organizations, followed by education, and finally, gifts to foundations. However, donations to International affair organizations ranked 8th on the list of donations; this is a potential trouble spot. (http://www.nps.gov/partnerships/fundraising_individuals_statistics.htm)

Volunteering: Despite challenging economic times, a study released by Corporation for National and Community Service found that volunteering held steady. In fact, while charitable giving declined slightly for the first time in over 20 years, volunteering held steady for 2007 with 26.2 percent of Americans volunteering and in 2008, volunteerism actually increased slightly to 26.4 percent. (National Community Service). In addition, a new trend in the non-profit sector has been noticed lately. According this same research, volunteering by young adults (age 16-24) increased from 7.8 million in 2007 to 8.2 million in 2008, which shows a growing, strong service oriented trend among the millennial generation (Volunteering in America Release).

Commitment of the U.S. administration to global prosperity: According to the website Americaintheworld.com, no other country in the world is more concern about global prosperity and health. In fact, in 2006, the United States government gave \$23.53 billion in overseas development assistance. This is almost twice the \$12.46 billion given by the UK, the next highest overseas donor. (Americaintheworld.com)

Poor perception of non-profit spending: In general, Americans believe that non-profit organizations and charities are not financially efficient enough in their work. According to a study conducted by Ellison Research Group, 62% of the 1000 American adults surveyed, believe the typical non-profit spends more than what is reasonable on expenses such as fundraising and administration (Ellison Research, 2008). In the study, respondents were asked what proportion of every dollar they give to a typical non-profit organization will go towards expenses such as fundraising and administration. The average person believes 36.3 cents on the dollar goes toward overhead; whereas, in actuality the typical charity only spends 22.4 cents, which is a reasonable figure (Ellison Research). This statistic proves the tendency of potential donors to incorrectly judge a particular non-profit by how they see charities in general.

Young Adults Volunteer Rates: Currently, young adults are more inclined to volunteer than the older generations. They feel that it is their civic duty to volunteer, and it makes them feel good because it puts a smile on people's face. About 34% of teenagers begin volunteering through their church or temple Religion, ironically, is the number one organization to receive donations overall per year, see Figure 3, page 21 in the appendices; thus, due to early exposure to volunteering, younger adults are more inclined towards volunteerism. Another source, which is prominent in encouraging volunteering, is schools. Currently, school based groups account for 18% of teen volunteers. Volunteering opens up a great deal of opportunities; it also opens up young adult to the world around them and overall encourages more volunteerism. ("More Teens Spend Time Volunteering", December 2008).

Web-based Donations: According to the Nanotechnology Research Foundation, donations are becoming more Internet-based. Based on this, it is crucial to utilize and adjust the website to the customer's liking. Some other things worth noting were the fact that only 10% of current internet users donated during the year 2007. The participants are getting younger and since 1967, donations have only decreased less than 5%, after adjusting for inflation (Nanotechnology Research Foundation).

According to the Bureau of Labor Statistics, unemployment in October of 2009 has risen to 10.2% nationally. Despite this increase, the average hourly earnings have risen to \$18.72 per hour and volunteering and donations have not decreased as much as was expected. Although there was a 5.7% dip in donations, volunteering increased .2% between 2007 and 2008. Volunteering by young adults (age 16-24) increased from 7.8 million in 2007 to 8.2 million in 2008, which shows a strong trend among the "Millennials" to continue to volunteer. Individual donations still outperform any of the other groups. See Figure 1, page 19, in the appendices for the breakdown of donations by group.

B. Organization & History

Tap Project was started in 2007 in New York City. The main fundraiser revolved around asking restaurants to charge \$1 for water that customers would typically receive for free. In return, the \$1 went to UNICEF, and ultimately provided the resources necessary to provide access to clean drinking water to children. In 2007, for New York City alone, 300 restaurants supported the project. By 2008, this number grew to 2,300 and has since spread across the US. It has also been spreading away from just restaurants, and now includes corporations, volunteers, advertising agencies, community groups, and local governments. By the year 2015, UNICEF's goal is to reduce the number of people without safe drinking water and basic sanitation by 50% in the countries where they operate.

A chief advantage of their program is its effectiveness in providing safe drinking water mainly through its restaurant campaign. Basically, participating restaurants raise money by charging customers \$1 for a glass of tap water that would normally be free. The Tap Project's restaurant campaign is the first of its kind to offer an across the nation simple and effective way to make a difference in a child's life. Thus, this provides the Tap Project with a unique competitive advantage as compared to other non-profit organizations. Since 2007, the Tap Project has raised \$1.5 million in the US and has helped to provide clean water to millions of children around the world (UNICEF). Also, in 2009, more than 1,500 restaurants from 40 states and more than 3100 volunteers participated in the campaign, making it the largest volunteer mobilization effort for the US (UNICEF). In addition, through the Tap Project, UNICEF is raising awareness about water related diseases. Currently, the number of children who die due to lack of safe drinking water is about 4,200 per day, which makes it the second largest killer of children under five.

Volunteers for the Tap Project are varied and include students from Bowling Green University, to silent auction coordinators, to patrons performing a "Restaurant Crawl" in Atlanta. Other successful ideas have included benefit concerts and a "blue" party where volunteers wore blue in support of the cause. In the past, the Tap Project has used their advertising agency Chiat/Day to start Tap Project Radio - an Internet site that "brings together DJs and musicians, along with celebrities and music lovers to raise awareness for the World Water Crisis." Historically, they have raised thousands of dollars while providing listeners with DJ interviews, information about UNICEF, and news updates. Now we need to continue to come up with new and effective ideas to reach the most people in a long-term and sustainable way.

C. Direct Competitors

There are hundreds of smaller water donation organizations in the United States; however, there are 3 main direct competitors for Tap Project. Below is a brief discussion of each competitor; in addition, in the appendices on pages 27 and 29, Exhibit 5A and 6A, there is a list of website comparison data for all major competitors and direct competition analysis between Tap Project and Charity: Water.

a. The Water Project

“The Water Project, Inc. is a 501(c)(3) non-profit organization that brings relief to communities around the world who suffer needlessly from a lack of access to clean water.” The organization utilizes direct follow-up through pictures and videos in order to keep existing donors and attract new donors. The water project reaches its goals by providing local NGOs and missionaries with means (money and expertise) to supply clean water and manage the established water sources. They pair with small and medium sized and governmental organizations as well as non-profit organizations. The organization is a Christian non-profit based on the principles of Jesus who called others to “provide a cup of cold water” and help those who say “I am thirsty” (Matt 25).” The organization utilizes a “whole-life impact” approach, which meaning that they connect more water to more jobs, better health, schools (especially for women and children). The Water Project offers shirts and water bottles as a means for the consumer to support their cause. Through its website consumer are also able to sign up for local events in their area. Overall, they seem to encompass the entire package. They not only offer advice on how to donate money, but also how to get personally involved and how to raise money for their cause through any of a potential donors own connections. The Water Project is very future oriented and believes in assistance rather than a hand-out.

b. Charity: Water

“Charity: Water” is a nonprofit organization out of New York City with a focus on providing clean, drinking water to people in developing countries. “Charity: Water” has a couple advantages over its competitors. One of them being, Scott Harrison (the founder of the initiative) has had a background story straight out of a movie. After throwing parties in New York and acting in his own interest up until he was in his early thirties, he decided to do something that could benefit other people and make him feel better about himself. He started volunteering in Liberia and came to the conclusion that water is responsible for about 80% of deaths around the world. This story of his sudden change and a new goal has successfully drawn the attention of many big media sources, including CNN, Discovery, etc. His story seems to motivate people who relate to his lifestyle “doing the right thing” by financially help the ones that need support. Not only does he run all of his advertising, but he also attends galas, opening events and well building activities around the world. His presence at all these events reinforces his followers. Charity: Water has a number of unique donation options available to its donor base. On eBay, sellers may donate a percent of the sale towards Charity: Water. On Twitter, a picture of the day is posted, which always shows someone smiling while drinking water. The Charity: Water crew is often present at “grand openings” of their wells in various villages in order to make videos and upload them for donors to see. A few different sub campaigns also help donors connect. The “Born in September” campaign encourages those born in September to request donations from friends and family instead of getting birthday gifts themselves. Their overall goal is clearly stated they collect money in order to build wells and provide long-term solutions to the problem. Finally, proof of wells built is displayed through an interactive Google map, which shows donations made and needed in order to help a certain region. Charity: Water has received 4.3 million in revenue in 2008 according to their business report (Charity: Water, 2008). (The comparison chart between Tap Project and Charity: Water is included in the Appendix under Exhibit 5A)

c. Water.org

Water.org is a non-profit organization, co-founded by Matt Damon and Gary White, committed to raising awareness about the water crisis in the world. The organization focuses on three aspects: First, to raise donations for currently running projects; Second, to attract volunteers; Third, to inspire people in need to rise against the crisis. The third aspect receives a special emphasis. Water.org not only builds the solutions for the water problems in the developing nations, but also collaborates with the communities in need. The organization believes that when people of the community learn good hygiene practices and help the organization find appropriate technologies, they will take ownership in the project. The website of water.org features the current projects and potential donors have the option of choosing which project they want to support. Water.org also offers donors the opportunity to donate in Honor or Memory of a loved one, to set up a direct debit or bank draft, and to donate stock or shop for water.org. In 2008’s statement of activities and changes in net assets, water.org collected over 5 million in revenue.

d. Indirect Competition:

According to a report from Giving USA, a total \$307.65 billion dollars was donated to non-profit organizations within the United States in 2008. Human services related donations, such as the Tap Project, were fourth with only 9% of the total

contribution of donations (Giving USA) See Figure 3, page 21, in Appendices for complete list. The largest indirect competitors are religious based with 35%, education with 13%, and gifts to foundations with 11%.

III. SWOT Analysis

Strengths	Weaknesses
<p>Awareness of United Nations aid programs</p> <p>Established and organized foundation</p> <p>Volunteer retention rates and training program</p> <p>Water Week</p> <p>Existing partnerships and associations</p> <p>Financial security backed by UNICEF</p> <p>Tax deductible donation</p>	<p>Limited budget of \$300,000</p> <p>Potential negative perceptions of UNICEF as sponsor of Tap Project</p> <p>Small market share</p> <p>Disconnect with donors; accountability concerns (i.e. well maintenance follow-up, no visible deadlines)</p> <p>Website interactive features (i.e. donation tracking, media, updates)</p> <p>Low awareness and brand recognition</p> <p>Annual operations are limited to Water Week</p> <p>Lack of celebrity endorsement</p>
Opportunities	Threats
<p>New or expended partnerships (i.e. AMEX)</p> <p>Forecasted increase in charitable donations</p> <p>Young adults volunteer more</p> <p>Advancing communication technology</p> <p>Corporate moral responsibility</p> <p>Unemployment encourages volunteer work</p> <p>Commitment of U.S. administration to global prosperity</p>	<p>Strong competition</p> <p>Rapid turnover of volunteers (nature of industry)</p> <p>International charities are less popular within U.S.</p> <p>Regional conflicts</p> <p>Poor perception of non-profit organization spending</p> <p>Poor economic climate</p>

NOTE: See Exhibit 4A on page 27 in Appendices for a complete explanation of SWOT Factors.

IV. Market Research

Primary Research

Primary Survey (Web-based via Survey Monkey)

In our online-based survey, 64 people answered general questions about charitable donations, as well as general questions about Tap Project and the Tap logo in particular. Respondents were from the following various age categories (category as percentage of total respondents): See Table 1, page 21, for a full list of questions.

Age	Response Percent	Response Count
>-18	0%	0
19-24	31.3%	20
25-35	18.8%	12
36-45	17.2%	11
46-55	17.2%	11
56-<	15.6%	10
Answered question		64
Skipped Question		0

Gender	Response Percent	Response Count
Male	47.6%	30
Female	52.4%	33
Answered Question		63
Skipped Question		1

Income Range	Response Percent	Response Count
20.000 and under	37.5%	24
20.001-45.000	20.3%	13
45.001-65.000	7.8%	5
65.001-85.000	6.3%	4
85.001-100.000	6.3%	4
100.001-150.000	9.4%	6
150.000 and up	12.5%	8
Answered Question		64
Skipped Question		0

Question 4 asked respondents how often they donate to charity: 43.8% actively donate money to charities three or more times a year: 42.2% donate at least once a year: 14.1% did not donate whatsoever.

Question 5 asked respondents where they were most likely to donate: 40.6% to Education-related: 40.6% to Health & Human Services (within US) and 32.8% to International causes.

Question 6 asked respondents about their motivation for donating: 53.1% said “it is the right thing to do”, followed by a 42.2% response of “I believe that one person really can make a difference”. 37.5% feels affinity to a cause related to their life experiences.

Question 7 asked respondents whether they would be interested in donating to a cause that brings clean water to children: 56.3% said they would need more information before they would donate to such cause. 37.5% answered yes.

Question 8 asked respondents whether they have ever heard of Tap Project. 17.2% said yes, while 82.8% said no.

Question 9 asked various questions about the current logo’s effectiveness and appeal. 58.4% of respondents said the logo does not have a strong meaning to them. When looking at the logo, 75.7% of the subjects think of clean water. 62.2% think the logo is memorable. 77.8% say that the logo is easy to understand.

From the primary research, it is apparent that the weak side of Tap Project’s current operations is advertising, media network, and PR along with partnerships. The Tap brand is unknown to our survey sample, which makes the process of raising donations slow and inefficient. Advertising and PR strategy has to be changed and expanded. Also, the Tap logo

does not seem to provide effective meaning to reach the target market. From the research, it appears that logo has a clean design but no meaning to the audience.

VALS Survey

To determine psychographics of our potential target market, using a VALS survey will determine the attitudes, interests, and opinions of a target market. Using VALS, and the subsequent information provided, will lead us to the appropriate marketing tactics.

Using e-mail and Facebook, a total of 21 people answered questions regarding their VALS. Even though 21 is a small number, we were able to determine three unique target markets. The first group was made up of women between 28-45 years old with a college education and at least a middle income of at least 45K. The second group was a set of college aged adults between the ages of 19-27. The third group was individuals between the ages of 45-60. The highest ratings for the women, between 28-45, were Achiever and Experienter. The highest ratings for the 19-27 age group were Experienter and Achiever. For the 45-60 year old demographic, the results were Thinker and Believer. For a full set of results, please see Appendix 2b on page 27.

- Experiencers are motivated by self-expression. Young, enthusiastic, and impulsive consumers, Experiencers quickly become enthusiastic about new possibilities but are equally quick to cool. They seek variety and excitement, savoring the new, the offbeat, and the risky. Their energy finds an outlet in exercise, sports, outdoor recreation, and social activities. Experiencers are avid consumers and spend a comparatively high proportion of their income on fashion, entertainment, and socializing. Their purchases reflect the emphasis that they place on looking good and having "cool" stuff.
- Motivated by the desire for achievement, Achievers have goal-oriented lifestyles and a deep commitment to career and family. Their social lives reflect this focus and are structured around family, their place of worship, and work. Achievers live conventional lives, are politically conservative, and respect authority and the status quo. They value consensus, predictability, and stability over risk, intimacy, and self-discovery. With many wants and needs, Achievers are active in the consumer marketplace. Image is important to Achievers; they favor established, prestige products and services that demonstrate success to their peers. Because of their busy lives, they are often interested in a variety of time-saving devices.
- Thinkers are motivated by ideals. They are mature, satisfied, comfortable, and reflective people who value order, knowledge, and responsibility. They tend to be well educated and actively seek out information in the decision-making process. They are well-informed about world and national events and are alert to opportunities to broaden their knowledge.
- Like Thinkers, Believers are motivated by ideals. They are conservative, conventional people with concrete beliefs based on traditional, established codes: family, religion, community, and the nation. Many Believers express moral codes that have deep roots and literal interpretation. They follow established routines, organized in large part around home, family, community, and social or religious organizations to which they belong.

Based on these responses, our target market profiles and IMC tactics were designed.

V. Target Market

- Primary **Women Extraordinaire** - women 28-45 years old
- Secondary **Social Adventurers** - young adults between 19-27 years old
- Tertiary **Forever Young** - baby boomers age 46-60

Target Market Profiles

Women Extraordinaire: Stacey Brown is a 28-year old married female with a 3-year old son. Stacey earned a college degree in biology. She lives in a middle-class neighborhood. She makes about \$60,000 annually and strives to be a great mom, wife and worker. She is trendy and fun loving and likes to go shopping for the sake of it being a social activity and to demonstrate her ability to buy. She can be rather impulsive with some of her purchases. She has a dog and likes to take it running 3 times per week. She uses social media as a mean of keeping up with her friends and family.

Social Adventurers: Molly Smith is a 22-year old university student that lives with a roommate and works part-time. She is earning a degree in journalism and has many friends. Her parents help her financially on top of her own earnings and scholarship funds. She has a brother who is currently attending law school, fully paid for by his parents. She likes to try new things and enjoys partying, snowboarding and shopping. She is very trendy and meets with their friends at the mall at least twice a week. She likes to participate in various outdoor activities such as hiking. She is up to date with all the new gadgets, such as a stylist laptop, an iPhone, a good quality digital camera and trendy clothing. She follows fashion magazines and is always up to date on what is hot. She enjoys expressing herself with the material things she owns. She drinks Starbucks coffee every morning and goes out to dinner at least 3 times a week.

Forever Young: Mike Adams is a 56-year old married man with three children. He is impatiently awaiting his first grandchild in the near future and is looking forward to lend a helping hand in the process of the child's growth. He lives in a nice house in a middle-class neighborhood with his wife of 33 years – Jane. He has earned a degree in Economics. Mike tends to get involved in the community and tries to participate in meaningful community programs.

Profiles of Typical Donors

Online Givers

- Younger than the average donor.
- No prior gift giving with any other organization.
- They do not switch from regular donors to become online donors, but instead become a new market themselves.
- High correlation with English speakers & in communities with higher English speaking concentration.
- People who have lived in their home longer are more likely to be part of this group as well.
- More adults living in a household is positively correlated with if they donate online.
- This group also is correlated with home ownership and moderate to heavy credit card usage.

Public Givers

- Past giving to a cause is the single best predictor of future giving to that same cause.
- If we can show how much past companies have given, this might serve as a motivator to new companies to “beat” them. This centers around two theories: pressure and urge to compete.
- The visible result leading to the expected satisfaction to the donor needs to be clearly laid out and almost glorified.
- Studies have shown many African Americans are more willing to give than polls show, but they need to be asked and explained as to the cause.
- More females give to charity; the demographic is also generally older.
- Many are influenced by church groups or other organizations they are already a part of.

Spontaneous Givers

- Sports bars and raffles are popular with these types of individuals.
- They are part public givers, but this is more affiliated with giving spare change they do not want or things such as a raffle where they have the possibility of winning something.

VI. Marketing objectives and positioning strategy

- Raise \$2,000,000 in donation in 2010.
- Spread overall awareness of the Tap Project and recruit more online participants.

- Increase consistency and frequency of recurring donations through social media and website.
- Partner with prestigious and well recognized brands.
- Create community involving events.

VII. Marketing Plan

A full budget breakdown for this marketing plan can be found in the appendices under Exhibit 8A, page 34. A chart with months of each marketing piece's release can also be found in the appendices under Exhibit 9A, page 35. All marketing tactics were designed to increase overall awareness of Tap Project using the CPD Model 7A as a guide see page 33.

Water Week Campaign

Objective: To raise awareness of the globally present issue of lack of drinking water.

Target: Anyone with a global, open-minded attitude and a will to donate to a good cause.

Description:

- Tap Project will team up with similar organizations willing to participate, in order to increase overall awareness of the lack of clean drinking water to children around the world. This will be a simple but creative ad campaign using our *Water Their Lives* slogan, similar to “Got Milk.”
- This will include, but not limited to, billboards and other creative advertising methods listed below.
- Many major cities should be considered to host Water Week, including: Chicago, New York, Seattle, Miami, Las Vegas, Portland, Houston, New Orleans, Boston, San Antonio, Bay Area, Southern California.

Timing: One week, during specified dates.

Budget: \$100,000

Metrics: Increase in website traffic, overall awareness of Tap Project and increase in donations.

Water Their Lives

Donate 5 dollars by texting TAP to 864233 (UNICEF)

www.tapproject.org



Dirty Water Vending Machine

Objective: Raise awareness of the water crisis and increase the donations during Water Week.

Target: All target markets

Description:

- The vending machine presented during the 2009 Water Week in New York should be repeated this year; it should be conducted in many major cities in order to spread the awareness visually and create buzz on social media and provide free media coverage.
- People passing by will notice an unusual object with dirty water, receiving a great deal of attention. The amount of the donation, \$1, is small enough most people would not think twice about the expense. The bottle in their hand will remain with them and cause them to think about the less fortunate and make them want to *Water Their Lives* again.

- The following cities should be considered for this campaign: Chicago, New York, Seattle, Miami, Las Vegas, Portland, Houston, New Orleans, Boston, San Antonio, Bay Area, Southern California

Timing: Water Week.

Budget: \$50,000

Metrics: Increase awareness and donation through the machines, mobile texting, and website.

New Slogan: Water Their Lives

Objective: To improve peoples' awareness of Tap Project's brand, with a fresh perspective on the issue of the lack of water worldwide.

Target: All target markets.

Description:

- *Water Their Lives* is the new slogan for Tap Project. It will encourage individuals to think about the issue of lack of water from a fresh perspective and encourage donations.
- *Water Their Lives* is a metaphor that implies children and impoverished adults are seeds that need to be kept alive by water and that only you – the donor – can provide them with the growth.
- *Water Their Lives* also delivers the idea that giving should not be a short-term obligation, but a long-term behavior, since a plan needs a continuous source of water to keep it growing.
- *Water Their Lives* symbolizes hope and the future well being of the less fortunate individuals.

Timing: Released in Water Week, along with any other marketing communications pieces for that period.

Budget: \$20,000

Metrics: The attractiveness of the slogan will be measured based on increased website visits and participation in social media.

iPhone Application

Objective: Increase the consistency and frequency of recurring donations.

Target: Social Adventurers and iPhone users.

Description:

- This is a new and innovative approach for non-profits, which will bring Tap project closer to its contributors, donors and supporters. It will position Tap Project as timely, forward thinking and tech enabled.
- This donation option will be available on CharityFinder 2.0. The application is free to download and will feature Tap Project's cause. Tap Project will contact the application in order to be included in the nonprofit search.
- The users will be enabled to *Water Their Lives* from their cell phone.
- This tactic has potential to reach users outside of our target market, based on users simply scrolling through the free applications.

Timing: Immediately.

Budget: \$1,000

Metrics: Donations given through the application.

Tap Active/Tap for Health

Objective: Raise \$2,000,000 in donation in 2010. Spread overall awareness of the Tap Project. Create community-involving events.

Target: Women Extraordinaire, Social Adventurers.

Description:

- Since the majority of the primary and tertiary target market is involved in some type of a workout routine, a workout class that raises money for charity will surely be to the target's likings.
- Yoga, Pilates and dance classes are popular types of workouts for women. When donating in a social setting, the target market's desire to be part of the "in-crowd" will be fulfilled by showing off their social status with a donation.
- In select cities, Tap Project will find at least one trainer or an instructor that will be willing to donate one of their fitness classes (preferably once a month).

- Each class will collect a \$15 fee per person. All of the proceeds will go entirely towards Tap Project and *Water Their Lives* while working out.
- This event will be advertised on social media and through individual trainers' word of mouth.

Timing: Immediately.

Budget: \$10,000

Metrics: Class participation and money raised.

Restaurant Campaign

Objective: Increase consistency and frequency of recurring donations with the help of a currently existing campaign. Raise \$2,000,000 in donations in 2010.

Target: Individuals that go out to restaurants.

Description:

- Since restaurants are places where people go primarily to socialize, Tap Project has a chance to use this to its advantage and promote its activities by providing a customer with emotional satisfaction and self-fulfillment when donating to a great cause; create contests and other social events to encourage participation.
- Since an outing to a restaurant is a fun event for customers, the activities associated with donations should never be sad or boring.
- The campaign will need to expand to other, slightly smaller cities, with an open-minded market, strong family and moral values, high level of global awareness and at least middle class income.
- Cities that are dry/hot in climate should emphasize on the idea of lack of water.
- An "open night" event could be held in some of those towns. It could consist of some open mic artists that would present their talent under the Tap Project slogan. Afterwards, donations toward the cause would be collected, in a manner of charging \$1 for a glass of water. In order to create motivation, bars around the United States could compete to collect the most donations. As a reward, the bar would be awarded with a title, prize, media coverage, etc.
- *Water Their Lives* happy hour specials could be carried out at bars. Out of each drink sold, \$1 would go towards a donation to Tap Project.

Timing: Starts during Water Week and continues for a period of one month.

Budget: \$15,000

Metrics: Donations collected at each restaurant/bar.

The Revival of Social Media

Objective: Increase in community involvement, donations and spread of awareness.

Target: Social media users.

Description:

- Every nonprofit with high contributions and donations has a significant amount of online involvement. This provides donors with a community and a will to donate in addition to their attitude toward a cause.
- Some very drastic steps need to be taken in order to compete with other technologically savvy nonprofits. First off, the website needs to have a direct connection to all of the other social media that Tap Project will be using. This means, small icons of the following media will need to appear on the website: Facebook, Twitter, LinkedIn and a blog.
- The Facebook account has to start recruiting more "friends". The Tap Project is way behind in friend recruitment. Anyone that has ever volunteered for Tap Project would be a potential friend. Tap Project could hold a small contest for a friend that recruits the highest number of new friends for the Tap Project, which would be a good way of increasing the total number of friends. When using Facebook, all of the status updates should be either an accomplishment or a question about an opinion or preference. These types of questions get the most responses and encourage others to respond as well. When an individual sees over 400 comments to a status update, their perception of the cause improves immediately.

- The Causes application should also be used and utilized to its maximum. In order to do so, small and measurable goals should be set, and as they are met, should be followed by a proof of an accomplishment of what was promised to be done with the money raised.
- Text for Tap Project should also be highly visible on Facebook, considering a lot of its users will also be cell phone users. On that note, Text for Tap Project should be featured on all of the social media pages.
- The website needs to include frequent and interactive updates such as pictures, blogs, videos, accomplishments and goals. It is important to show the work that has been done with the money collected; therefore, it would be very beneficial to design a Google interactive map on which well locations could be posted along with the amount needed to build or maintain them at the time. All of the merchandise, including t-shirts, water bottles and bumper stickers could be purchased on Tap Project's homepage.

Timing: Immediately.

Budget: \$4,000

Metrics: New friend requests and followers. Increase in donations.

Online Contests

Objective: To stimulate the online activity among donators and other individuals interested in the cause. To increase consistency and frequency of recurring donations.

Target: Anyone that uses social media.

Description:

- Once every two months we will have a contest for our online users. The contests will vary month to month and will include activities such as best photo to *Water Their Lives*, an art contest to design a Tap Project water bottle and T-shirt, a video contest that asks users to submit a 30 second video that educates the public on why the lack of drinking water is an important cause.
- Photographs can later be used in order to help Tap Project spread the awareness on the necessity to *Water Their Lives*. Every 2 or 3 months a new contest will be released to the online community in order to promote involvement and a common interest in the cause.

Timing: Immediately.

Budget: \$4,000

Metrics: Increase in participation and submission of materials, visits to the website, Facebook page, etc.

Tap Spokesperson

Objective: Develop strong emotional connection between Tap Project and its target market by using celebrity Heidi Klum as project's spokesperson. This would increase the level of donations and Tap brand recognition.

Target: Women Extraordinaire.

Description:

- Tap Project will obtain the help of a valuable spokesperson that will enrich the brand name and image of the Tap Project.
- Heidi Klum, a TV host, international model and a mother of three is an excellent choice for a celebrity who can create a special connection between the project brand and its target market: Women Extraordinaire with established careers and children.
- Heidi Klum would make appearances at various events such as the fashion shows. She could donate autographed items for fundraising activities, make annual donations, and participate in the Babies helping babies campaign.

Timing: Immediately.

Budget: \$15,000

Metrics: Increased donations and event attendance.

Donation Credit Card

Objective: To increase the amount of recurring donations.

Target: Forever Young (largest group of credit card owners).

Description:

- Tap Project will expand its partnership with American Express.
- When a customer opens an account, they will have an option of getting a \$50 credit toward their credit account after the first purchase or a \$100 donation to Tap Project.
- American Express will offer a *Water Their Lives* Credit Card. Each time a customer uses the card, a donation of 0.3% of the total purchase amount will go towards Tap Project.
- This is a great opportunity for Tap Project to raise the awareness and create a stronger brand name by partnering with a big credit card issuer.

Timing: Immediately.

Budget: \$15,000

Metrics: Amount of purchases per day, number of *Water Their Lives* credit cards issued.

Annual Charity Product

Objective: To spread the awareness of the Tap Project and the water problem around the world. To partner with a well-known brand that can increase Tap Project's brand recognition and visibility.

Target: Women Extraordinaire, Social Adventurers, shoppers.

Description:

- A desirable piece of clothing, a different item each year, (one created either during the Fashion Institute challenge or by an existing designer of the store) will be sold at a popular store.
- A certain percent of the sale will become a donation to the Tap Project.
- Some of the potential partnerships are: BCBG Maxzaria, Guess and Bebe.

Timing: June.

Budget: \$20,000

Metrics: Sales of the item kept by store POS systems. Additional website visits.

Babies Helping Babies

Objective: To increase frequency, consistency, and amount of donations. To improve Tap Project's brand image and level of community involvement.

Target: Women with established professional and family life that are at the stage of having children.

Description:

- This campaign is going to design a new trend in donations. A mother or another family member will be able to donate money in the name of a newborn child.
- The aspect of the gift of life will be connected to the idea of giving in the name of birth.
- The money donated by each child will go toward providing water to children around the world, connecting with the campaign's name.
- The mothers will be able to encourage their children to help others from the time they are born.
- The campaign is meant to emphasize children's global connection and show love and compassion for one another.
- The campaign will gain popularity through Tap Project's website and social media.
- The website will have a Babies Helping Babies tab, where each time a donator gives money in the name of a child, they will get an opportunity to submit the baby's name and birthday (with an optional picture) to be featured as a young donor and helper that has watered a life.
- Based on the provided information, Tap Project will have the opportunity to build a database out of those names.
- Each month, Tap Project will have a contest that will persuade the mothers to be involved at a higher rate. Each month, the winning baby will get a prize, such as a certificate of achievement and a shirt.

Timing: Immediately.

Budget: \$5,000

Metrics: Amount of donations done through this particular tab on the website.

Fashion Institute Challenge

Objective: To increase the awareness of Tap Project and encourage community involvement. To obtain merchandise design of high quality that will appeal to Tap Project's target market.

Target: Social Adventurers, Women Extraordinaire and fashion-savvy individuals.

Description:

- An event that will encourage nationwide participation of Fashion Institutes.
- Each participating school will submit three of its best students for the contest.
- The topic for the fashion show will be Tap's new slogan "Water their lives".
- This competitive, nationwide event will have its own space on the website, on which some of the best works of the students will be highlighted.
- Event has potential for gaining free media publicity and word of mouth.
- Schools that would be ideal for this contest are either the chain private art schools such as AI which has over 40 locations (Welcome to the Art Institutes, 2009), or famous schools in the fashion design field:
 - East Coast:
 - Fashion Institute of Technology in New York City, NY (Top school)
 - Parsons School Of Design in New York City, NY (Top school – Mr. Tim Gunn of Project Runway teaches there)
 - Pratt Institute in Brooklyn, NY (Top school)
 - Drexel University in Philadelphia, PA
 - West Coast
 - Fashion Institute of Design and Merchandising in Los Angeles, CA
 - Academy of Art University in San Francisco, CA
 - California College of the Arts in San Francisco & Oakland, CA
 - Midwest
 - Kent State University in Kent, OH
 - University of Cincinnati in Cincinnati, OH
 - School of the Art Institute of Chicago in Chicago, IL
 - Southern States
 - Savannah College of Art and Design in Savannah, GA (Kae, 2)

Timing: Sign-ups will begin in early January and the contest will take place during Water Week.

Budget: \$15,000

Metrics: Increase in website traffic, visible increase in donations.

Partnering with Smart Water (bottled water donation)

Objective: To partner with a strong brand that sells bottled water in order to receive continuous donation and awareness.

Target: All three of the target markets.

Description:

- Tap Project will team up with the Smart Water brand in order to collect continuous donations.
- Tap Project's logo and slogan will appear on each bottle cap that Smart Water will sell, with a promise of a portion of the purchase price going toward the charity.
- The idea of the bottled water donation is that people can give clear water to others while they drink it themselves.
- Smart Water is a relatively new brand that targets the same market as Tap Project does.
- This will benefit both sides by increasing Tap Project's donations and setting a good image for the Smart Water Company as donors for a good cause.
- Smart Water ships out about 1,000,000 cases of their water domestically each day. Since there is not enough money
- If Smart Water is unwilling to partner with Tap Project, we can proposition another popular bottle water provider. (i.e. Coca Cola, makers of Dasani)

Timing: As soon as a partner is found

Budget: Dependent on corporate response; could be \$0, or hundredths of a cent on the dollar. Worse case scenario, we have set aside \$5,000 for our bottle cap project.

Metrics: Sales of bottles.

T-shirt Challenge

Objective: To improve Tap Project's awareness nationwide and create buzz within the target market.

Target: Women Extraordinaire, Social Adventurers, style savvy individuals.

Description:

- Tap Project will team up with a TV show that challenges its contestants in the design of clothing and outfits.
- Tap Project will then have the ability to collect a percent of the sale of the items that will appear in the Bravo TV online store.
- Contestants will be asked to design a shirt with the *Water Their Lives* idea in the back of their minds.
- Positive publicity will encourage the TV station to team with Tap Project for a good cause.
- Season seven of Project Runway will be filmed a month before the release date, and will be released on January 14, 2010. It is good timing to partner with the show (Project Runway Return to New York, 2009), as it would be good advertising for "Water Week," which would be shortly after the show debuts.
 - Project Runway airs on Lifetime and Bravo at 9/8c on Wednesday

Timing: August, when one of the fashion shows' new season starts.

Budget: \$5,000

Metrics: Purchases made through the Bravo network store.

Water Their Lives Website Challenge

Objective: To encourage donations, generate web traffic to Tap Project's website, create buzz around Tap Project and raise awareness among businesses.

Target: U.S. businesses and individuals (mostly internet users, such as bloggers).

Description:

- A website will be created in order to encourage online users and businesses to donate money.
- A website will offer businesses and individuals an option of donating \$100 or more to the Tap Project. In return, the donors will be able to submit their banner to the Water Their Lives Website Challenge homepage, which will cost \$1 per pixel.
- Water Their Lives Website Challenge will encourage a competition between individuals vs. businesses to see who can fill up their half of the website faster.
- The index page of the homepage will consist of a 1000 by 1000 pixel grid.
- The website will explain the cause and link to Tap Project's homepage. Water Their Lives Website Challenge page will allow the user to research the cause in more detail.
- This limited time offer will be available to all donors until the space on the grid fills up.

Timing: Immediately.

Budget: \$30,000

Metrics: Donation increases, increase in click-thru and drive-to rates.



Tap Project is challenging US businesses and individuals to give children of the developing nations 40 000 000 days of drinking water. Both individuals and businesses need to fill their side with 20 000 000 days. Who can do it faster?

Home

Challenge

Participate

Businesses

Individuals

Tap Project

Individuals 0%

Businesses 0%



TAP PROJECT

Water Their Lives



TAP PROJECT

Water Their Lives

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Appendices

Figure 1: Donations by Different Groups.

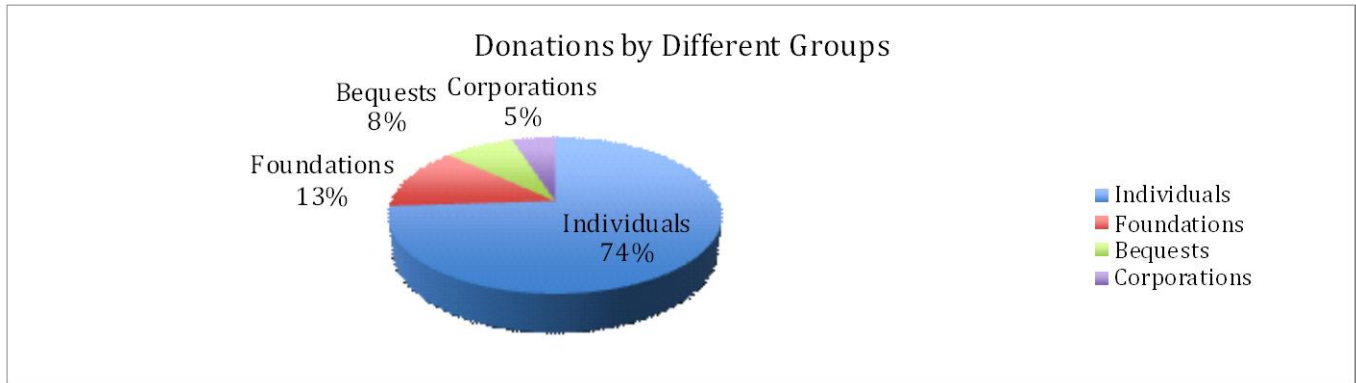
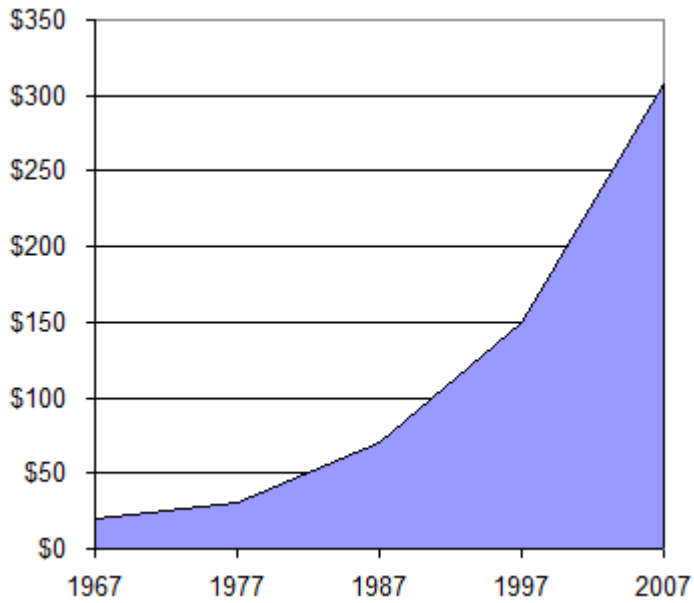
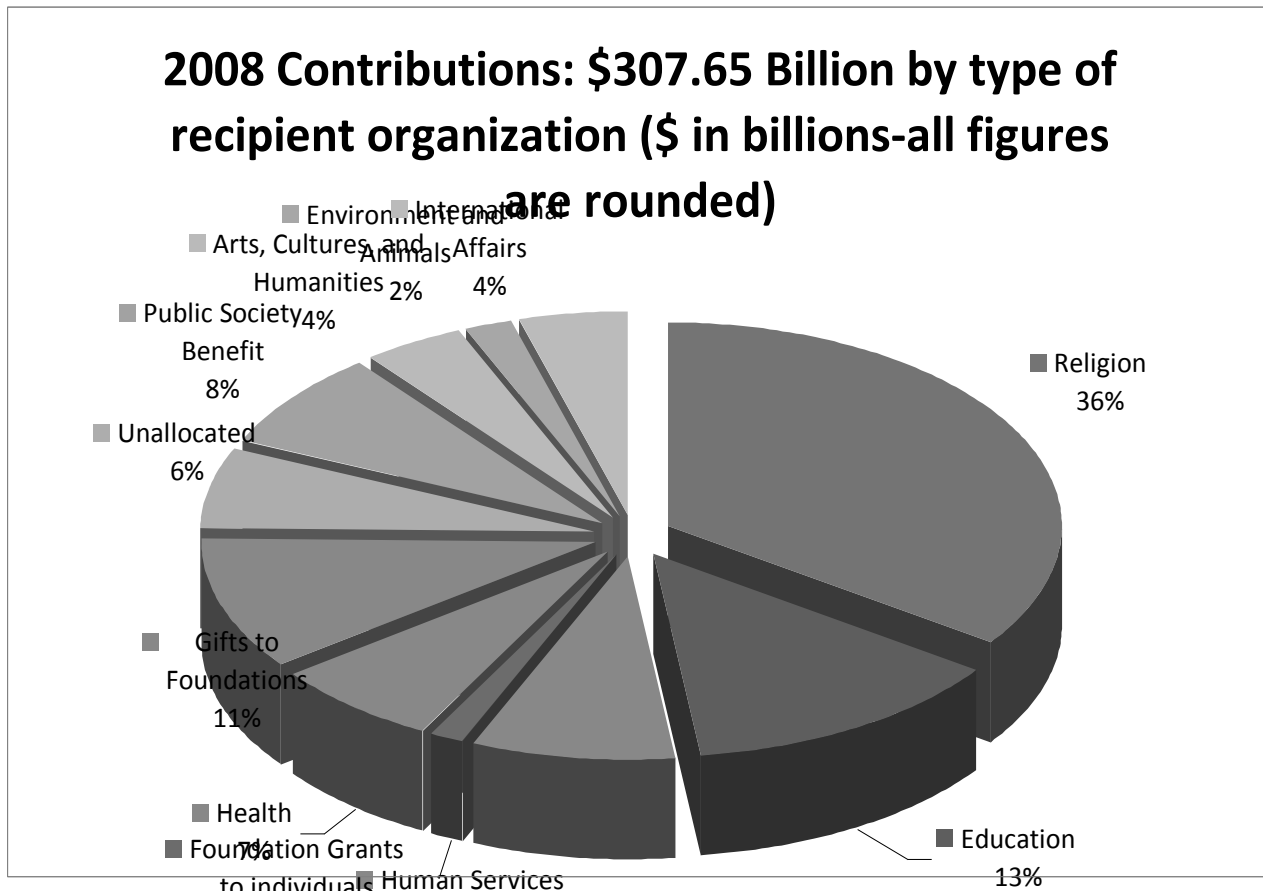


Figure 2: Individuals' donations.



Donations shown in billions of dollars. Source: Commerce Department, Giving USA Foundation, USA Today

Figure 3: 2008 Contributions.



Commerce Department, Giving USA Foundation, USA Today *Unallocated contributions included deductions carried over multiple tax years, gifts to new organizations and government agencies, and foundation grants to international recipients.

Table 1: PRIMARY RESEARCH

1. Age	Response Percent	Response Count
>-18	0%	0
19-24	31.3%	20
25-35	18.8%	12
36-45	17.2%	11
46-55	17.2%	11
56-<	15.6%	10
Answered question		64
Skipped Question		0

2. Gender	Response Percent	Response Count
Male	47.6%	30
Female	52.4%	33
Answered Question		63
Skipped Question		1

3. Income Range	Response Percent	Response Count
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20.000 and under	37.5%	24
20.001-45.000	20.3%	13
45.001-65.000	7.8%	5
65.001-85.000	6.3%	4
85.001-100.000	6.3%	4
100.001-150.000	9.4%	6
150.000 and up	12.5%	8
Answered Question		64
Skipped Question		0

4. How often do you donate to charity?	Response Percent	Response Count
Once a year	20.3%	13
Twice a year	21.9%	14
3 times a year	43.8%	28
I do not donate	14.1%	9
Answered Question		64
Skipped Question		0

5. What are you most likely to donate money to? Check all that apply:	Response Percent	Response Count
International donations (developing countries)	32.8%	21
Religious Donations	21.9%	14
Education	40.6%	26
Art	14.1%	9
Environment	25%	16
Human Services within the US borders	40.6%	26
I do not donate	7.8%	5
Children within the US borders	23.4%	15
Answered Question		64
Skipped Question		0

6. Why do you donate/ motivation factor?	Response Percent	Response Count
It is the right thing to do	53.1%	34
I believe that one person really can make a difference	42.2%	27

It is so much fun, and it helps to make the world a better place	9.4%	6
I feel an affinity for a cause for a variety reasons related to my life experience	37.5%	24
I want to do something active about the problem and stand on a particular issue	28.1%	18
I am motivated by personal recognition and benefits	15.6%	10
My family strongly encourages donating	10.9%	7
Tax break	14.1%	9
My company encourages donating	9.4%	6
I do not donate	6.3%	4
Answered questions		64
Skipped questions		0

7. Would you donate to a non-profit organization that brings clean water to children?	Response Percent	Response Count
Yes	37.5%	24
No, I do not feel it is a significant problem	6.3%	4
I would need more information before I would donate	56.3%	36
Answered Questions		64
Skipped Questions		0

8. Have you ever heard about the Tap Project?	Response Percent	Response Count
Yes	17.2%	11
No	82.8%	53
Answered questions		64
Skipped questions		0

9. LOGO	Strongly agree	Agree	Disagree	Strongly disagree
The logo below has a strong meaning to you	0 %	41.7% (15)	52.8% (19)	5.6% (2)
Looking at the picture below, you think about clean drinking water	16.2% (6)	59.5% (22)	24.3% (9)	0%

Logo design is memorable, effective and not distracting	10.8% (51.4%)	51.4% (19)	37.8% (14)	0%
The logo below is easy to understand	5.6% (26%)	72.2% (26)	22.2% (8)	0%



Exhibit 2A: VALS SURVEY

The following were the response options for each of the following questions:
Mostly disagree, Somewhat Disagree, Somewhat Agree, Mostly Agree.

These were the questions asked in an online survey:

1. I am often interested in theories.
2. I like outrageous people and things.
3. I like a lot of variety in my life.
4. I love to make things I can use every day.
5. I follow the latest trends and fashions.
6. Just as the Bible says, the world literally was created in six days.
7. I like being in charge of a group.
8. I like to learn about art, culture, and history.
9. I often crave excitement.
10. I am really interested in only a few things.
11. I would rather make something than buy it.
12. I dress more fashionably than most people.
13. The federal government should encourage prayers in public schools.
14. I have more ability than most people.
15. I consider myself an intellectual.
16. I must admit that I like to show off.
17. I like trying new things.
18. I am very interested in how mechanical things, such as engines, work.
19. I like to dress in the latest fashions.
20. There is too much sex on television today.
21. I like to lead others.
22. I would like to spend a year or more in a foreign country.
23. I like a lot of excitement in my life.
24. I must admit that my interests are somewhat narrow and limited.
25. I like making things of wood, metal, or other such material.
26. I want to be considered fashionable.
27. A woman's life is fulfilled only if she can provide a happy home for her family.
28. I like the challenge of doing something I have never done before.
29. I like to learn about things even if they may never be of any use to me.
30. I like to make things with my hands.
31. I am always looking for a thrill.
32. I like doing things that are new and different.
33. I like to look through hardware or automotive stores.
34. I would like to understand more about how the universe works.
35. I like my life to be pretty much the same from week to week.

Exhibit 2B: SECONDARY SURVEY RESULTS – VALS SURVEY

Social Adventurers - Striver and Experiencer
 Social Adventurers – Innovator and Achiever
 Social Adventurers – Experiencer and Innovator
 Social Adventurers – Experiencer and Striver
 Social Adventurers – Achiever and Innovator
 Social Adventurers - Innovator and Achiever
 Social Adventurers – Experiencer and Achiever
 Social Adventurers – Experiencer and Achiever
 Social Adventurers – Achiever and Experiencer
 Social Adventurers – Achiever and Experiencer
 Women Extraordinaire - Achiever and Experiencer
 Women Extraordinaire - Achiever and Experiencer
 Women Extraordinaire – Striver and Experiencer
 Women Extraordinaire – Experiencer and Striver
 Forever Young - Innovator and Thinker
 Forever Young – Thinker and Innovator
 Forever Young - Thinker and Believer
 Forever Young - Thinker and Believer
 Forever Young - Believer and Thinker
 Forever Young - Thinker and Believer
 Forever Young - Achiever and Innovator

Exhibit 3A: WEBSITE TRAFFIC COMPARISON

Summary of Key items in tables below:

- 33% of visit to Tap Project's homepage come from Iran. US adds 19.2%.
- Tap Project has some of the absolute lowest time spent on the website.
- Charity: Water has the biggest share of the "water market".
- The Water Project and Charity: Water's visitors take the longest to browse their websites.
- Charity: Water, just like the Tap Project, is only 3 years old.
- Tap Project is doing well as far as the sites linked in.

Organization	U.S. Traffic Rank	Alexa Traffic Rank	Sites Linking in
thewaterproject.org	155,415	523,562	34
Charitywater.org	16,831	75,404	1,322
dropinthebucket.org	N/A	4,089,499	21
waterforpeople.org	516,498	1,628,537	129
water1st.org	N/A	2,654,031	35
globalwater.org	N/A	2,330,582	118
water.org	198,397	446,392	259
TAPPROJECT.ORG	450,683	307,821	401

Daily page view 7 day avg	Daily page view 1 mo avg	Daily page view 3 mo avg
1.3	2.6	3.7
2.5	2.56	2.59
N/A	1	1.8
2	1.3	2
1	2	2.2

1.5	1.3	1.6
2.4	2.1	2.1
1.3	1.4	1.34

Time on site 3 mo avg	Search engine visits % 1 mo avg	Search engine visit % 3 mo avg
3.6	28.6%	19.0%
2.7	8.2%	2.9%
1.7	N/A	N/A
2.7	38.5%	25.8%
2.3	20.0%	25.0%
0.9	50.0%	53.8%
2.3	15.6%	16.2%
1	1.4%	3.3%

Demographics

Profile: male, 55+, some college, no kids, browsing from home
Profile: female, 18-34, college, no kids, browsing from work
N/A
Profile: male, 25-34, no kids, college, browsing from work
N/A
Profile: female, 45-54, college, no kids, browsing from home
Profile: 18-24, 45-54, female, no kids, college, browsing from home
Profile: 18-34, college or other, any sex, browsing from work

EXHIBIT 4A: DETAILS OF THE SWOT ANALYSIS

Strengths	Weaknesses
<p>Awareness of United Nations aid programs- This is a strength if the person receiving the information has had a good experience and has heard positive things about UNICEF, or Tap Project. A great way to market the project</p> <p>Established and organized foundation- UNICEF is an experienced non-profit organization, which was created in 1946, so it has many other supported channels from its other projects: Utilizing that experience and all the resources UNICEF possesses is a huge advantage for Tap Project.</p> <p>Volunteer retention rates and training program- Tap Project already has over 3,100 volunteers, which are somewhat likely or very likely to volunteer next year: With a great deal of people who are already involved in the project and are willing to continue volunteering, we need to maintain a strong relationship with the existing volunteers to create a positive view of</p>	<p>Limited budget of \$300,000- This budget is small for the job that we need to get done. We, therefore, have to come up with creative fundraising ideas to support Tap Project.</p> <p>Negative past perception of UNICEF/UN- Many people have a negative view of the UN, so it may be a good idea to exclude that fact from some of our fundraisers and promotions.</p> <p>Small market share- 4% market share of US donations: this percentage should be much greater, and it is affected directly by our marketing and fundraising efforts.</p> <p>Disconnect with donors; accountability concerns (i.e. well maintenance follow-up, no visible deadlines)- Tap Project is faceless: Unlike Charity: Water, Tap Project doesn't have a "face", it's not emotional; we</p>

<p>UNICEF and more specifically, Tap Project. We also need to market towards our target group to generate more volunteers for the project.</p> <p>Water Week- \$1 for 40 days of clean water, great selling point and makes people aware of Tap Project and what we're trying to do for underprivileged nations.</p> <p>Existing partnerships and associations-</p> <p>*American Express Company (one of the biggest credit card issuer, is one of the partners in the Tap Project. It could be a good channel to reach the market of Tap Project: We should definitely use this to our advantage and reach out to the people who have AX cards, use an incentive like a free checking account or either receive \$50 cash or donate \$100 to this cause; most people would feel great about donating the \$100 instead of receiving \$50.</p> <p>*Turner Broadcasting System (a good resource to be the media connection to develop new market as Mediavet helps Tap Project in the partnership.): Any type of broadcasting system or news is an invaluable resource because it's free! We need to take advantage of this because if we can promote Tap Project through the news in a positive way a vast number of people would be exposed to the effort.</p> <p>Financial security backed by UNICEF- Great way to market the project and fund different events.</p>	<p>need to put emotional connection with the project.</p> <p>Website interactive features (i.e. donation tracking, media, updates)- Website could improve its emotional appeal; it fails to engage people in an emotional way: Unlike Charity: Water's website, Tap Project only provides the facts; it does not give any emotional or personal appeal, which engages donators.</p> <p>Low awareness and brand recognition- Cash flow basically only during Water Week: This is a major issue because it is the only major fundraiser Tap Project does, in order to get more people to hear about Tap Project we need to market the cause better and do more fundraisers.</p> <p>Annual operations are limited to Water Week- Administrative staff is slow. For example the restaurant sign-ups for the 2010-year's project are still closed: The administrative staff needs to be on top of the updates about the cause, this also goes back to the more interactive website over the donators.</p> <p>Lack of celebrity endorsement- UNICEF has a ton of celebrities associated with it, we should use it to our advantage and use them for our marketing.</p>
<p>Opportunities</p>	<p>Threats</p>
<p>Tax deductible donation- If you donate you get a tax break from the government.</p> <p>New or expended partnerships (i.e. AMEX)- Create stronger bonds without partnerships, ask them to help with fundraisers and events that we create.</p> <p>Forecasted increase in charitable donations- By 2050 the donations are estimated to reach 6 trillion dollars -trend to donate to humanitarian causes -expanding the program (from 19 cities) of \$1 for glass of tap water in more restaurant locations in US cities</p> <p>Young adults volunteer more- Volunteering does not only make you feel good about yourself but it is also becoming a hip thing to do; we can reach out to</p>	<p>Strong competition- Competitors are more popular and better known: We need to become competitive with other causes to get people to think about the different projects and to donate to the one that they believe best suits them and their wants.</p> <p>Rapid turnover of volunteers (nature of industry)</p> <p>International charities are less popular within U.S.- People don't want the money to leave the country: This is simply a fact of the project, and the people who are definitely not willing to donate out of the country most likely will not be persuaded to do so, but we can persuade those who are in the middle.</p> <p>Regional conflicts- Many third world countries,</p>

<p>universities, high schools, middle schools, and even elementary to schools to raise awareness about the need for clean water and to help fundraise.</p> <p>Advancing communication technology- Internet, social media, iPhone applications: Technology is ever advancing and an awesome way to get in contact with our supports, and to reach others who are curious about Tap Project.</p> <p>Corporate moral responsibility- Corporations are willing to join causes (social responsibility trend): This trend is a perfect opportunity for projects to gain monetary support and publicity.</p> <p>Unemployment encourages volunteer work- Although there is a great deal of unemployment, the economy is stabilizing and more people are willing to volunteer and donate money.</p> <p>Commitment of U.S. administration to global prosperity</p>	<p>especially in Africa are unstable, many conflicts and wars: The conflicts in other countries make it difficult to ship the supplies over to other countries.</p> <p>Poor perception of non-profit organization spending- People believe that 36.3 cents of a donated dollar goes to cover expenses: We need to have more facts about the costs of the project and how much money goes towards expenses and how much goes toward the actual project.</p> <p>Poor economic climate- The U.S. economy could go down even further unpredictably: We have to take into account that the economy waivers and that we cannot get donations all the time, but our fundraisers have to make up for the lack of security in the economy. Higher-spending periods like Holidays could offset donations either positively or negatively/ natural disasters: This, like the economy, will waiver and it is something that we have to take into account.</p>
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Exhibit 5A: Competitor comparison to Charity: Water

Direct Competition:

There are hundreds of smaller water donation organizations in the United States; however, Charity: Water, is the major competitor due to its extensive success. Charity: Water has raised 4.3 million dollars as donation (“2008 Annual Report,” 2008), which makes it stand out from the hundred of projects. Therefore, it is significant to take a look at their marketing strategies. The following table is the comparison between Tap Project and Charity: Water:

	Tap Project	Charity: Water
Received donation in 2008 :	\$550,000	\$4,300,000
Donation tools :	<ul style="list-style-type: none"> - Facebook cause - Mobile texting (\$5) - Money donate online(\$5 or above for individuals and \$50, \$250, \$500, or any raised amount for restaurants) 	<ul style="list-style-type: none"> - Facebook cause - T-shirt (\$20) - Blue planet run photograph book (\$75 including \$30 cost) - Money donate online (any amount) - Sponsor a well (\$5,000 or \$20,000) - Monthly giving (\$20, \$50, \$100, \$250, or \$500) - Bracelets (5 for \$20) - Hydration Bottle (\$40) - E-card with someone’s name (\$20, \$40, \$60, \$60, \$80, or \$100)
Target donators (according to observation of involved donators) :	<ul style="list-style-type: none"> - Organizational donators (restaurants) - Professional donators 	<ul style="list-style-type: none"> - Adults (30 to 40 years) - Young adults

Social Network :	<ul style="list-style-type: none"> - Facebook group (281 members) - Facebook cause (3,375 members) - Twiiter (7107 followers) - Youtube - E-mail list on website 	<ul style="list-style-type: none"> - Facebook page (45,256 fans) - Facebook cause (69,538 members) - 3 Facebook group (8,962 members) - Twitter (10,575 followers) - Vimeo - E-mail list on website
Partnership and Sponsors :	<ul style="list-style-type: none"> - Partnership with The Watergeeks, American Express, Turner Broadcasting, Droga 5, and Media Vest - 5 water walk partners - 21 dedicated agency and media partners in more than 19 cities of the United States - 4 pound promotional partners - Over 2,600 restaurants across the United States 	<ul style="list-style-type: none"> - 10 partnership with local health organizations in the countries that has been helped - Other partnership with theory, Brighton, Thermos, and Miss Sixty - Different sponsors with different events including some powerful sponsors such as iGoogle, Facebook Cause, and so on.
Website :	<ul style="list-style-type: none"> - Videos on the spared page on Youtube - Professional looks 	<ul style="list-style-type: none"> - Donation bottom on every page (no chance to miss any donation) - Event videos (more attractiveness of the website and events to get more people involve) - Measurable water projects that Charity: Water has done or wish to be done and annual report of each year (limpid works of the organization to get reliability)
Counties that received the donations:	More than 90 cities	33 villages with 988 water projects in 12 countries
Event:	Water week (Match 21 st to 27 th , water walk(Match 22 nd , restaurant campaign	Charity Ball 2009, and other random events including some fashion icon events

Exhibit 6A: Facebook Causes statistics for Charity: Water

Charity Donator	Donated Amount	Total Donate Amount	% of \$ donated to Charity: water	Total Causes	Gender	Age	Race	Kid	Charity on cause
1	5000	5000	100%	4	1				
2	2500	2500	100%	4	2	30	White	yes	
3	1925	8724	22%	109	1	35	White		
4	1417	1494	95%	1	1	27	White		
5	1100	1100	100%	3	1	28	international		
6	910	910	100%	1	1				no

7	803	803	100%	2	0		White	yes	
8	800	800	100%	5	2	32	White		
9	520	520	100%	2	1		White		
10	500	500	100%	0	2				no
11	500	600	83%	5	2	35	White	yes	
12	500	500	100%	1	1	43	White		
13	500	500	100%	3	1				
14	500	500	100%	14	1				
15	350	350	100%	6	1	28			
16	308	315612	0%	17					
17	300	300	100%	1					
18	250	350	71%	9	2	22	White		
19	250	250	100%	0	1	29	White		no
20	235	285	82%	28	2	24	Black		
21	230	230	100%	12	1	24			
22	200	650	31%	111	1	50	White		
23	180	202	89%	8	1				
24	170	170	100%	6	2	23	White		
25	160	160	100%	7	2	31	White		
26	156	156	100%	2	2	65	White	yes	no
27	150	150	100%	2	1	31	international		
28	150	150	100%	3					
29	150	150	100%	8	2	27	White		
30	150	150	100%	7	1	33	international		
31	150	150	100%	5	1	36	White		
32	140	160	88%	2	2	34	White	yes	
33	137	137	100%	0	1	29	White		no
34	132	192	69%	32					
35	132	132	100%	6	2	24	international		

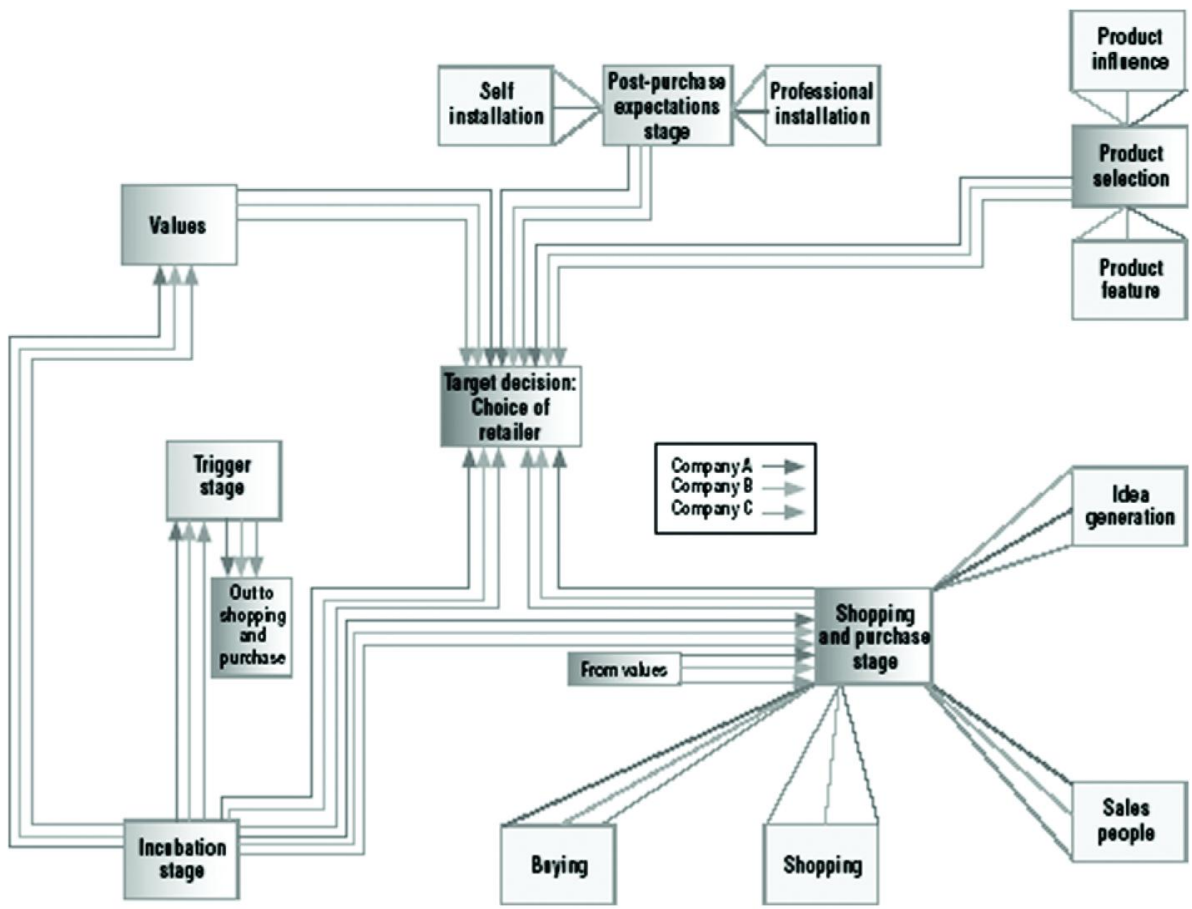
36	130	595	22%	67	1	25	White		
37	127	127	100%	6	2	47	White	yes	
38	125	1493	8%	25	1	34	White		
39	125	233	54%	17	2	32	White		
40	120	120	100%	0	2	22			
41	120	120	100%	5					
42	120	305	39%	28					
43	118	118	100%	1			White	yes	
44	108	108	100%	1	1	40	White		
45	105	105	100%	9	2	20	White		
46	100	100	100%	1	3				
47	100	100	100%	1	1	23	White		
48	100	100	100%	1	2	25	White		
49	100	100	100%	1	2	28	international		
50	100	200	50%	3	1	47	international		
51	100	1359	7%	13	1	34			
52	100	100	100%	0	2	33	White	yes	no
53	100	100	100%	1	1	65	White		
54	100	152	66%	6	2	55	White		
55	100	100	100%	1	1				
56	100	543	18%	5	1	38	White		
57	100	100	100%	1	1				no
58	100	100	100%	5					no
59	100	100	100%	2	1				
60	100	150	67%	8	2				
61	100	100	100%	2	2	43	White		
62	100	100	100%	1	2	36	White		
63	100	100	100%	2	2	42	White	yes	
64	100	100	100%	3	1	54	White		

65	100	100	100%	6	2	47	international		
66	100	100	100%	3	2	23	White		
67	100	100	100%	55	2		White		
68	100	100	100%	41	2		White		
69	100	200	50%	6					no
70	100	1490	7%	12	1				
71	100	100	100%	5					no
72	100	100	100%	1	1	35	White		
73	100	100	100%	19	2	52	White		
74	100	100	100%	10	2	23	White		
75	100	150	67%	12	2				
76	100	118	85%	40	2	47	international		
77	100	100	100%	8	1	23	White		
78	100	200	50%	17	1	26	international		
79	100	1700	6%	7	1	58	White		no
80	100	100	100%	2	1	62	White		
81	100	100	100%	9	1		Black		
82	100	400	25%	14	1	37	White		
83	100	100	100%	1	2		White		
84	100	200	50%	13	1	37	Black		
85	100	100	100%	2	1				
86	100	100	100%	2			Black	yes	
87	100	120	83%	3	1	33	White		
88	100	250	40%	13	1	45	White		
89	100	550	18%	13	1	28	international		
90	100	100	100%	4	2	47	White		
91	100	300	33%	4	2	32	White		
92	100	450	22%	9	2	24	White		
93	100	100	100%	12	2	42	White		

94	100	100	100%	6	2				
95	100	100	100%	1	2	43	White		
96	100	100	100%	3					
97	100	100	100%	8					
98	100	375	27%	10	2	42	White		
99	100	100	100%	8	2		White		
100	100	100	100%	1	1				no

Source: FUNDRAISING: Charity: Water on Facebook Cause

Exhibit 7A: CDP Model



Source: IBM Institute for Business Value

Exhibit 8A: Budget for the New Marketing Plan

Budget for the New Marketing Plan	
Water Week Campaign	100,000
Dirty Water Vending Machine	50,000
New Slogan: Water Their Lives	20,000
iPhone Application	1,000
Tap Active/Tap for Health	10,000
Restaurant Campaign	15,000
The Revival of Social Media	4,000
Online Contests	4,000
Tap Spokesperson	15,000
Donation Credit Card	15,000
Annual Charity Product	20,000
Partnering with Smart Water	5,000
Babies Helping Babies	5,000
Fashion Institute Challenge	15,000
Water Their Live Website Challenge	30,000
T-shirt Challenge	5,000
Total Amount:	299,000

Exhibit 9A: Media Release schedule

	January	February	March	April	May	June	July	August	September
Media	In preparation for Water Week								
Partnering with Smart Water	Blue								
Donation Credit Card	Blue								
Babies Helping Babies			Blue						
Tap Spokesperson		Blue							
Water Their Lives Website Challenge			Blue						
Online Contests			Blue						
Annual Charity Product						Blue			
The Revival of Social Media	Blue								
New Slogan: Water Their Lives			Blue						
Tap Active/Tap for Health			Blue						
T-shirt Challenge			Blue					Blue	
iPhone Application	Blue	Blue							
Water Week Campaign		Blue							
Dirty Water Vending Machine		Blue							
Restaurant Campaign		Blue							
Fashion Institute Challenge		Blue							

Blue space indicates a suggested launch time for each IMC piece.