



## DOUBLE CLIQUE PROPOSAL FOR INTEGRATED MARKETING

"Messaging Millennials"

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**J. MIKE TAYLOR**

DIGITAL MARKETING MANAGER

MAY 18, 2015

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3990 Brunswick Drive  
Harrisburg, NC 28075



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### CONTENTS

<b>AGENCY INTRODUCTION</b>	1
Opening Letter Agency Credentials News Release	
<b>EXECUTIVE SUMMARY</b>	6
<b>CLIENT BACKGROUND</b>	8
History Finances & Fundraising Branding & Marketing Competitive Landscape Challenges & Opportunities Target Market SWOT Analysis Brand Positioning Brand Personality Brand Perception	
<b>CREATIVE</b>	27
IC Strategy Statement Creative Brief Objectives and Executions Budget Allocation IMC Flow Chart	
<b>CONCLUSION</b>	89
<b>APPENDICES</b>	91



# AGENCY INTRODUCTION

March 3, 2015

Ms. Melanee Hannock  
Sr. Vice President, Marketing  
St. Jude Children's Research Hospital  
262 Danny Thomas Place  
Memphis, TN 38013-3678  
cc: Ms. Shelby Anderson and Ms. Katie Foster

Dear Ms. Hannock,

Double Clique Media is excited for the opportunity to present an integrated marketing communications proposal to you and your team at St. Jude Children's Research Hospital.

Double Clique understands the challenges and unique needs for your organization concerning engaging and cultivating interest from the 21 to 30 year old demographic group. It is not uncommon for young professionals to shy away from any significant involvement with charity organizations until they are better settled into their careers. The importance of engaging these individuals now will help build lifelong loyalty and recognition to your brand as well as reducing the present lack of involvement amongst these potential contributors.

Through a calculated campaign using digital and traditional media, Double Clique will address this audience through the mediums it utilizes and covets. We place a heavy emphasis on strategy and research when building IMC campaigns. Our core competencies in branding, design, and marketing communications give us an advantage at successfully communicating to millennials through both traditional and online channels. This will allow us to tell your story so that your message best resonates with your target demographic across multiple touchpoints.

Please take your time in reviewing this document, and feel free to contact me with any questions or concerns. We look forward to meeting with you and your team to discuss this proposal. We are both honored and humbled at the prospect of working with an organization as important and invaluable as the St. Jude Children's Research Hospital.

Sincerely,

J. Mike Taylor  
Director of Digital Marketing  
Double Clique Media



## AGENCY CREDENTIALS

**Double Clique Media is a multidisciplinary marketing firm based in the Charlotte, North Carolina metro area. We specialize in creative brand strategy, communications development, traditional and digital marketing and design. When you choose to work with Double Clique, we invest in you through listening and collaborating. Only when we fully understand your organization and goals can we effectively communicate your brand message.**

Experience has proven that the better we understand you as a client, the more effectively we are able to bring your brand message to life. By learning who you are, we are better able to identify opportunities, create strategies, and execute solutions that empower success for your brand message.

Double Clique is made up of designers, photographers, web programmers, social media managers, marketers, media buyers, writers, and evangelists for your brand.

### **We're Are Part of Your Team**

We spend time researching and defining the different marketing challenges your organization faces by delving into your brand's history, evaluating the competitive landscape, and listening to you. When we devote ourselves to smart research, open-minded listening, and adventurous design, we help our clients' businesses grow and connect with customers in new ways. We want to be part of your team.

### **Your Vision Becomes Our Mission**

Once we have a clear vision of your business and brand message needs, we will develop a campaign tailored specifically to you. It can be a new identity, a new website, or a completely new direction. Utilizing a variety of new and traditional media, from web solutions to catalog design, we will develop the most effective strategy to give you results.

### **We Have a Lot to Offer**

Research & Trend Analysis  
Brand Strategy & Equity Positioning  
Brand Identity Creation & Evolution  
Digital Design & Development  
Brand Messaging and Content Creation

Digital Storytelling  
Mobile Design & Development  
Print Design & Development  
Social Design & Implementation  
Online Marketing and Search Engine Optimization

## AGENCY CREDENTIALS

### Research and Strategy.

We will gather information from employees, customers, focus groups, surveys, analytics, and other stakeholders in order to arrive at the best solution to meet your brand messaging needs. No marketing plan or branding effort is complete without thoroughly understanding strengths and weaknesses of your existing brand positioning.

### Writing and Design.

With experienced writers and designers available, we are able to offer you a complete solution, from brainstorming to execution. We churn through ideas, getting input from everyone on our team, and craft a creative and unique message for your brand. Only through collaboration are we able to clearly and creatively execute your brand message.

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## COMPANIES WE'VE WORKED WITH





**FOR IMMEDIATE RELEASE**

August 1, 2014

**Digital Branding and Marketing Agency, Double Clique Media, Open for Business  
*Seeks to Double Your Company's Marketing Engagement and Digital Conversations***

**CHARLOTTE, N.C. (August 1, 2014)** — Charlotte's search for its next, great, creative innovator may be coming to an end. A highly energetic and charismatic company, Double Clique Media, is opening its doors offering a wide-range of skills to help promote local businesses and organizations.

Company Founder and Director of Digital Marketing, J. Mike Taylor, brings extensive experience in a wide-range of marketing mediums, including social media, multimedia design, creative writing, and corporate branding.

"Charlotte needs an energetic and innovative branding and design firm to help local businesses compete with long standing rivals from Atlanta and Raleigh," according to Taylor.

"Double Clique Media has developed and implemented a wide variety of Integrate Marketing Communications solutions for our customers over the years," he said. "I think our diverse experiences throughout the southeast has prepared us for opening shop in Charlotte."

The talents of Double Clique media have worked with a variety of companies across the United States; from Fortune 100 to Government Agencies; from large corporations to small not-for-profit organizations.

"Our services are for everyone, no matter your size or business model. We are here to help you do business in the 21st Century."

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# EXECUTIVE SUMMARY



## EXECUTIVE SUMMARY

St. Jude Children's Research Hospital is an internationally renowned pediatric treatment and research center. Known for its fight against cancer, the non-profit organization plays an invaluable role in advancement of pediatric treatments and survival rates. "The mission of St. Jude Children's Research Hospital is to advance cures, and means of prevention, for pediatric catastrophic diseases through research and treatment. Consistent with the vision of our founder Danny Thomas, no child is denied treatment based on race, religion or a family's ability to pay." (St. Jude Mission Statement, n.d.).

With ever-increasing costs for healthcare, a struggling American economy, and a shrinking baby boomer donor population, St. Jude must establish a rapport with a new demographic group in order to continue its mission for future generations. The millennials are in the process of becoming the most influential generation for the American economy, and it is in the hands of these young professionals and college student to which St. Jude must turn. This creative proposal will help provide focus and direction for St. Jude's messaging to best reach this invaluable target audience.

Through formal surveys and focus groups, it is obvious that there is a need for St. Jude to reintroduce and reinvent itself to 21 to 30 years olds. While familiar with the name, a large percentage of young millennials were unable to identify the St. Jude logo, mission, or what services it provided beyond simply providing healthcare to children.

This proposal will address:

- Updating the online brand appearance through web and social.
- Creating engaging content and strategies for social engagement.
- Television tactics to drive up young millennial recognition and donor rates.
- Internet video and radio strategies that communicate directly to millennials.
- Strategies for improving volunteer involvement for events and fundraising.
- and Improving internal communications to embrace and empower existing resources.

This campaign will build creative engagements to reach out and connect with 21 to 30 years olds. The messaging will show need, value, and honesty from a charity that has a long history of meeting social responsibilities. Double Clique Media will help St. Jude create lifelong relationships with new donors and volunteers to help extend the organizations mission for decades to come.



# CLIENT BACKGROUND



## HISTORY

St. Jude Children's Research Hospital, located in Memphis, Tennessee, is recognized as one of the premiere pediatric cancer research centers in the United States. Since its founding in 1962, St. Jude has made substantial progress in the research and treatment of pediatric illnesses and diseases.

St. Jude was founded on a promise made by entertainer Danny Thomas to St. Jude Thaddeus, the patron saint of hopeless causes. Thomas, a struggling performer, was having difficulties finding work and supporting his family. Desperate, Thomas sought relief through prayer by kneeling before the statue of St. Jude and begging for a sign on whether or not he should continue pursuing his career in show business. (Thomas Family, n.d.). Shortly after his prayer and promise, Danny Thomas got his big break in showbiz. Within a year, he was earning \$500 a week at the 5100 Club in Chicago.

Danny Thomas would go on to become one of the most beloved entertainers of his generation, starring in shows in New York and Chicago, Hollywood movies, and television series. (Thomas Family, n.d.).

St. Jude's mission statement is, "The mission of St. Jude Children's Research Hospital is to advance cures, and means of prevention, for pediatric catastrophic diseases through research and treatment. Consistent with the vision of our founder Danny Thomas, no child is denied treatment based on race, religion or a family's ability to pay." (St. Jude Mission Statement, n.d.). In the fifty-two years since opening, families have never received a bill from St. Jude for treatment, travel, housing and food, because all a family should worry about is helping their child live. (St. Jude Facts, n.d.).

“ The mission of St. Jude Children's Research Hospital is to advance cures, and means of prevention, for pediatric catastrophic diseases through research and treatment. Consistent with the vision of our founder Danny Thomas, no child is denied treatment based on race, religion or a family's ability to pay.”



## FINANCES AND FUNDRAISING

The daily operating cost for St. Jude comes in at \$2 million per day, which is primarily covered by individual contributions. (St. Jude Facts, n.d.). Meanwhile, annual revenue for the hospital comes in at \$255.2 Million. (Top Competitors for St. Jude Children's Research Hospital, Inc., n.d.). Clearly, fundraising is a critical component to the financial health of the organization. Realizing the long-term importance and commitment required for fundraising, Danny Thomas created the American Lebanese Syrian Associated Charities (ALSAC) in 1957 to manage all charitable giving and fundraising for the organization.

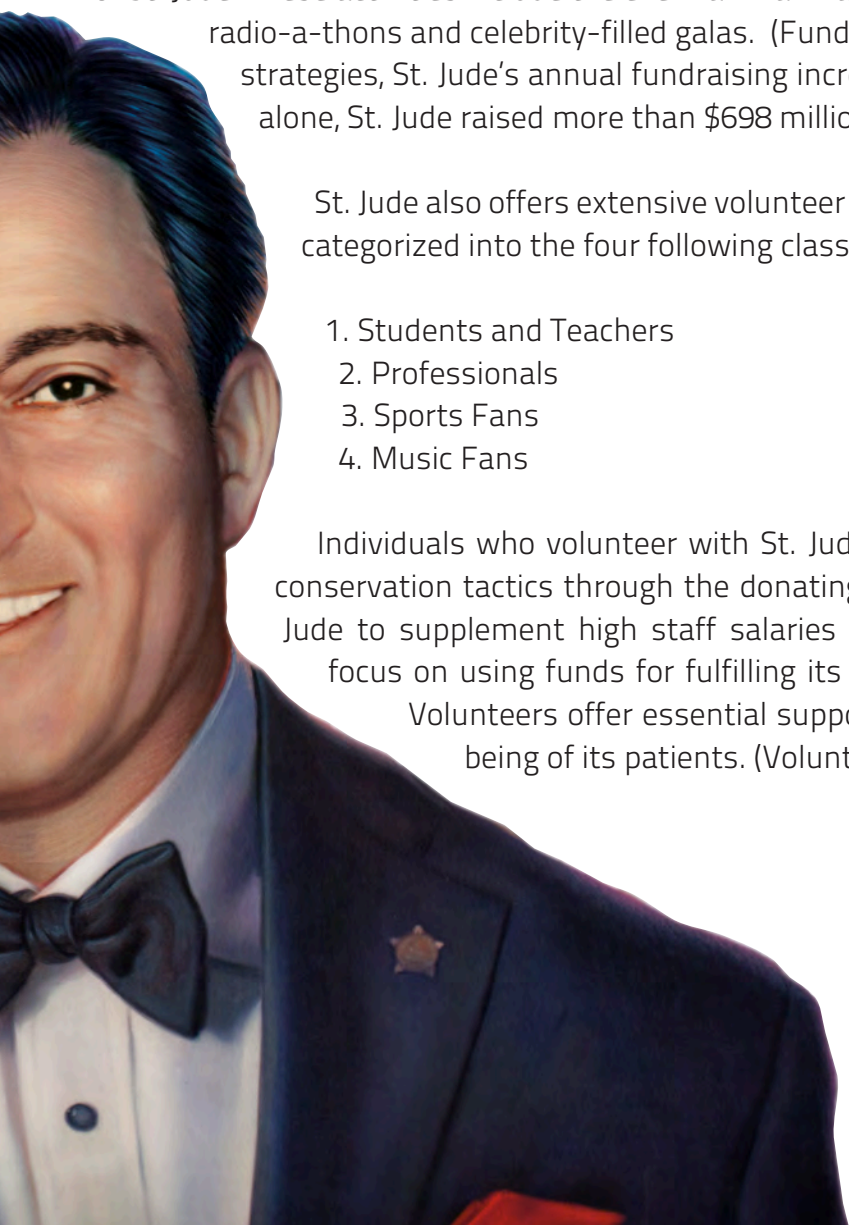
Today, ALSAC's full-time staff is composed of approximately 1,200 employees. ALSAC President and CEO, Richard Shadyac Jr., coordinates the fundraising activities of the more than 1 million volunteers and 9 million donors who support the hospital annually. (ALSAC: Grounded in Gratitude, n.d.). Every year, more than 1 million volunteers support approximately 31,000 different fundraising activities on behalf of St. Jude. These activities include the ever-familiar Math-A-Thons, Trike-A-Thons, golf tournaments, radio-a-thons and celebrity-filled galas. (Fundraising, n.d.). Thanks to innovative fundraising strategies, St. Jude's annual fundraising increased by 350% over the past 20 years. In 2012 alone, St. Jude raised more than \$698 million. (Fundraising Machine, 2012).

St. Jude also offers extensive volunteer opportunities. The volunteer opportunities are categorized into the four following classifications: (Volunteers, n.d.).

1. Students and Teachers
2. Professionals
3. Sports Fans
4. Music Fans

Individuals who volunteer with St. Jude are essential to the organizations financial conservation tactics through the donating of valuable time and energy. This allows St. Jude to supplement high staff salaries with qualified unpaid workers and therefore focus on using funds for fulfilling its mission of finding cures and saving children.

Volunteers offer essential support services for both the hospital and the well being of its patients. (Volunteers, n.d.).





## BRANDING AND MARKETING

"We intentionally cultivate people and have programs to cultivate them at every cycle of their life," said Emily Callahan, St. Jude's chief marketing officer. "That's really set us apart. A lot of times a nonprofit will hang their hat on one key fundraiser or one area of marketing." (Zmuda, 2011). Very few charities have as recognizable name as St. Jude Children's Research Hospital. From its mission statement to its external events, St. Jude is very active in the community. The organization utilizes numerous corporate sponsorships and celebrity spokespersons to help share its message and vision.

“ They've done a fabulous job of sharing their message in a compelling way, focusing on their cause and creating a succinct message around that.”

- Erica Vogelei, Cone

The most important result of the St. Jude message is to turn marketing and outreach into usable gifts and donations, whether it be gifts, money, or volunteered time. St. Jude utilizes a variety of traditional and non-traditional marketing channels to support this purpose. St. Jude ranks 18th on Cone's Power 100 Nonprofit list, which as a single hospital is remarkable. Erica Vogelei, director of cause branding and nonprofit marketing at Cone, states

that, "They've done a fabulous job of sharing their message in a compelling way, focusing on their cause and creating a succinct message around that." (Zmuda, 2011).

### Social

Traditionally, St. Jude has relied heavily on traditional marketing, celebrity sponsorships, sporting events, and a whole slew of "a-thons." However, that does not mean that the hospital has not embraced new media and new techniques. St. Jude was an early adopter of social media marketing, joining Twitter and Facebook in 2007. Their early adoption is paying dividends today as they have more than 366 thousand followers on Twitter and 1.7 million likes on Facebook. St. Jude also manages a YouTube account with more than 5,400 subscribers and an Instagram account with more than 35 thousand followers. St. Jude does an amazing job of using visual elements to tell its story on social media. This imagery along with a touching message inspires the most loyal of followers to give and share their own stories. How loyal are the followers? According to social research firm LoudDoor, St. Jude Children's Research Hospital is the brand with the most loyal following on Facebook, and the margin is not close. (Wilson, 2013).



## BRANDING AND MARKETING

In July 2012, the hospital started a weekly social media feature that spotlights a patient called, ‘St. Jude Moments.’ Each story focuses on a child and an activity that children at St. Jude can do. Reminding everyone on a weekly basis of the incredible services St. Jude provides and the amazing stories of the smallest victims.

### Corporate Sponsors

St. Jude Children’s Research Hospital has developed a series of corporate partnerships to improve the global impact, national target audience, and brand awareness of the organization. The St. Jude’s marketing team works with corporate partners to not only benefit St. Jude’s missions, but to also meet the partners’ goals and objectives as well. A relationship between St. Jude and partner corporations is symbiotic and beneficial for both entities. St. Jude reaches television viewers in 97 percent of U.S. households while also reaching more than 50 million retail customers. (Partnership Information, n.d.).

### Celebrity Spokespersons

For more than 50 years, St. Jude has used celebrity star power as an extension of its marketing arm. Since Danny Thomas first opened the doors, St. Jude has leaned on the help of celebrities with items such as PSA’s and fundraising events. Over the years, St. Jude has been the recipient of help from world-class entertainers such as Frank Sinatra, Dean Martin, Elvis Presley, Sammy Davis Jr., Dinah Shore and Jack Benny. The power and influence that celebrities carry help St. Jude’s to appeal to a broader range of consumers than it would otherwise.

### Public Service Announcements

Using a variety of traditional and new media outlets such as web banners, shareable videos, broadcast videos, radio spots, and print PSAs; St. Jude relies on the help of media to share its marketing message. By encouraging audiences and readers to support St. Jude, media outlets help efforts in continued research and patient care. The help given through PSAs helps St. Jude in fulfilling its mission to provide exceptional healthcare for children, while families never have to receive a bill for treatment, travel, housing or food while under the hospital’s care.





## COMPETITIVE LANDSCAPE

St. Jude was named the most-trusted charity in the nation by Harris Interactive while serving roughly 5,700 patients annually. (Zmuda, 2011). However, St. Jude is not the only highly-acclaimed hospital of its type. With so many similar charities vying for your dollar, the competition is very real. St. Jude Children's Research Hospital is in fierce competition with several organizations with similar causes, all who are competing for the same grants, donors, and public sympathy.

According to Hoovers, some direct competitors of St. Jude include: Children's National Medical Center, Nationwide Children's Hospital, and University of Texas M.D. Anderson Cancer Center. (Top Competitors for St. Jude Children's Research Hospital, Inc., n.d.). These organizations all similarly cater to children's and cancer hospital care. Other groups that compete peripherally by seeking funding for children's charities are the Make-A-Wish Foundation, the United Way, and the Boys and Girls Club of America. Likewise, competition for cancer research includes organizations like LIVESTRONG, Susan G. Komen for the Cure, and the American Cancer Society.

According to U.S. News & World Report, the top ten best hospitals for pediatric cancer are as follows, and provide the primary competition for St. Jude in pediatric care.: (Best Hospitals for Pediatric Cancer, 2014).

1. Dana-Farber Boston Children's Cancer and Blood Disorders Center (Boston, MA)
2. Children's Hospital of Philadelphia (Philadelphia, PA)
3. Cincinnati Children's Hospital Medical Center (Cincinnati, OH)
4. Texas Children's Hospital (Houston, TX)
5. Children's Hospital Los Angeles (Los Angeles, CA)
6. Ann and Robert H. Lurie Children's Hospital of Chicago (Chicago, IL)
7. Seattle Children's Hospital (Seattle, WA)
8. Nationwide Children's Hospital (Columbus, OH)
9. Children's Hospital Colorado (Aurora, CO)
10. St. Jude Children's Research Hospital (Memphis, TN)

While each of these organizations have their own strengths and unique missions, it is often difficult for potential donors to differentiate them from St. Jude. The simple fact that national publications place them on a top ten list with St. Jude only compounds the need for improved brand recognition. Finding new ways to stand out with the target demographic is vital. Using integrated marketing tactics, the campaign provided in this document will address the need for brand recognition amongst millennials, subsequently improving St. Jude's brand image, value, and recognition amongst 21 to 30 years olds.



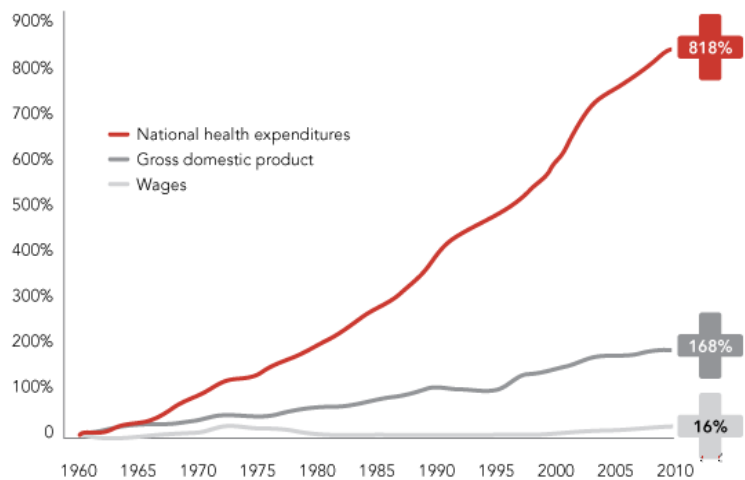
## CHALLENGES & OPPORTUNITIES

### Failing to Secure Millennials

St. Jude Children’s Research Hospital faces a steady problem of securing funding. This is why the organization is always seeking new revenue streams. One such stream that continues to elude the hospital is converting 21 to 30 year old college students and young professionals into donors. This demographic is commonly referred to as Gen Y, or the millennials. However, in recent years, Nielsen and NM Incite’s has fondly referred to this group and Generation C with the C standing for ‘Connected.’ (Fox, 2012). While this group lacks the disposable income of older generations, there is a clear opportunity to build lifelong relationships through new media to secure donations for decades to come.

### Rising Costs in Healthcare

As discussed under the Finances and Fundraising on page 10, ALSAC has increased fundraising by 350% over the past 20 years. While this sounds great at first glance; this is barely enough to keep up with the rising cost of healthcare expenditures, which has increased 818% since 1960. (Hall & Diehm, 2013). St. Jude is faced with the ominous challenge of having to find news ways to increase their annual fundraising, while reducing overhead, keeping qualified staff, and affording use of state-of-the-art medical equipment. Over the next ten years, healthcare spending is expected to nearly double. (Hall & Diehm, 2013).



### Oversaturation of Charities

There are more than 1.4 million charities in the U.S. That’s equates to more than one charity for every 300 people. (Lamb, 2009). With so many charities vying for a finite number of donors, the challenge to secure donations can be ruthless. While this is certainly a challenge, it also presents St. Jude an opportunity to stand out from the crowd. In an era where so many charities seem bogus or untrustworthy, St. Jude has carved a niche to become the most trustworthy charity in America according to the Harris Interactive Survey. (St. Jude Children’s Research Hospital, 2010). Having this elite distinction lets donors know their money is being spent ethically and wisely. ‘This is an affirmation of the value of the lifesaving work St. Jude Children’s Research Hospital has been conducting for almost 50 years,’ said Dr. William E. Evans, CEO and director of St. Jude. (St. Jude Children’s Research Hospital, 2010).

## TARGET MARKET

### Demographics

Millennials comprise 24% of the total US population, which is a comparable ratio to the Baby Boomers and Gen Z generations. Only 21% of Millennials are married; while millennials are credited for 1 of every 5 same-sex marriages.

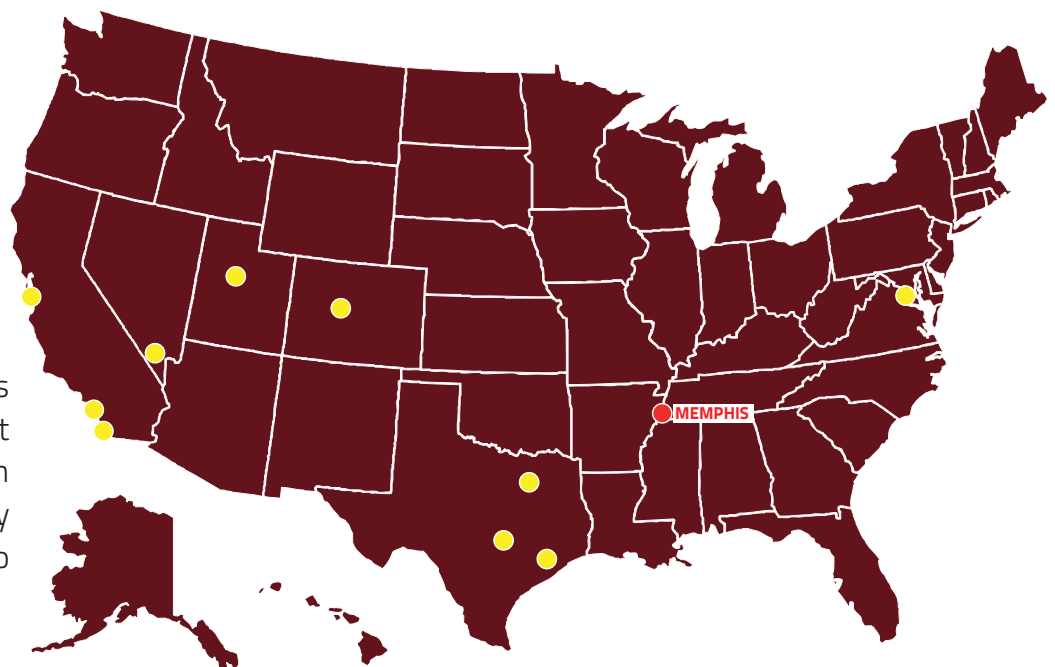
About 23% of millennials possess a Bachelor's degree or higher, making Gen-C the most educated generation in history. The median income for younger millennials is \$25k, while it nearly doubles to \$48k for older millennials.

Millennials are the most ethnically and racially diverse generation in the US, with 19% being Hispanic, 14% African-American and 5% Asian. Approximately 36% of millennial women have had children. About 67% of millennials are US-born, while the remaining 33% immigrate to the US at a young age. This explains why a whopping 38% of millennials are bilingual. (MarketingCharts, 2014).

Here are the top 10 markets by concentration of millennials: (MarketingCharts, 2014).

- Austin, TX
- Salt Lake City, UT
- San Diego, CA
- Los Angeles, CA
- Denver, CO
- Washington, DC
- Houston, TX
- Las Vegas, NV
- San Francisco, CA
- Dallas-Ft. Worth, TX

While many of this campaign's tactics will target the entire US, these top ten markets will be targeted by specific tactics in order to optimize expenses and ROI.



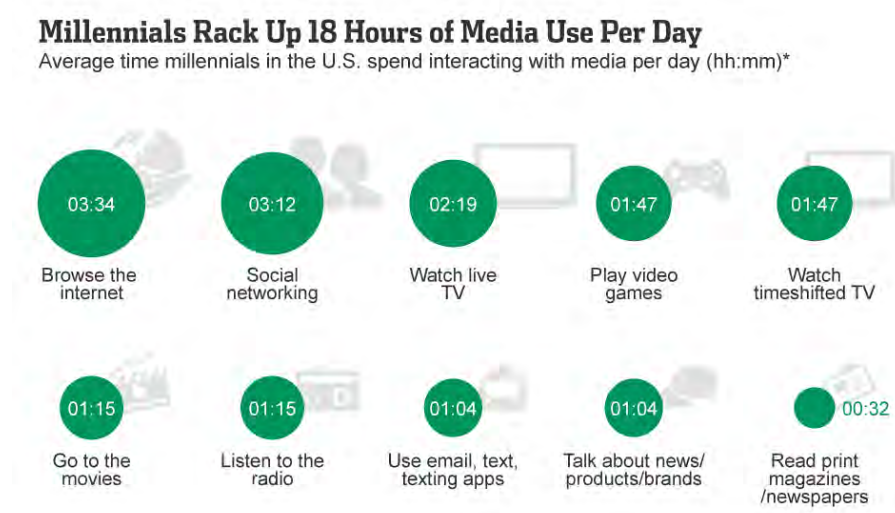
## TARGET MARKET

### Psychographics

The psychographics for this target audience are young, free thinkers who like to feel unique and discover new products for themselves. Like much of Gen Y, if something appears to be wasting their time they quickly move on. They dislike deception and want to make their own decisions. They believe in self-expression and want to create their own life path rather than follow in someone else's footsteps.

Mashable reports that, "The most recent U.S. Census finds 18- to 24-year-olds make up 23% of the population. Yet they watch 27% of online videos, constitute 27% of visitors to social networking sites, own 33% of tablets and use 39% of smartphones. When it comes to watching TV, they are exactly in proportion with their ratio of the population, representing 23% of TV viewers." (Fox, 2012). This group was born connected, stays connected, and views the world through their computers and mobile devices. This makes them a very unique and desirable demographic for communicating with through new media.

This group makes up both sexes, all races, and is a consumer of data and entertainment. The infographic below visualizes numbers on American entertainment consumption amongst millennials. With the target demographic showing as very active in TV viewership, online video viewing, social media, and tablet and smart phone ownership.



The campaign detailed within this document will aggressively target the media that millennials use the most. Objectives and tactics in this campaign place an emphasis on Internet, social networking, and television marketing tactics, so that St. Jude can effectively reach the target demographic while optimizing ROI.

## TARGET MARKET

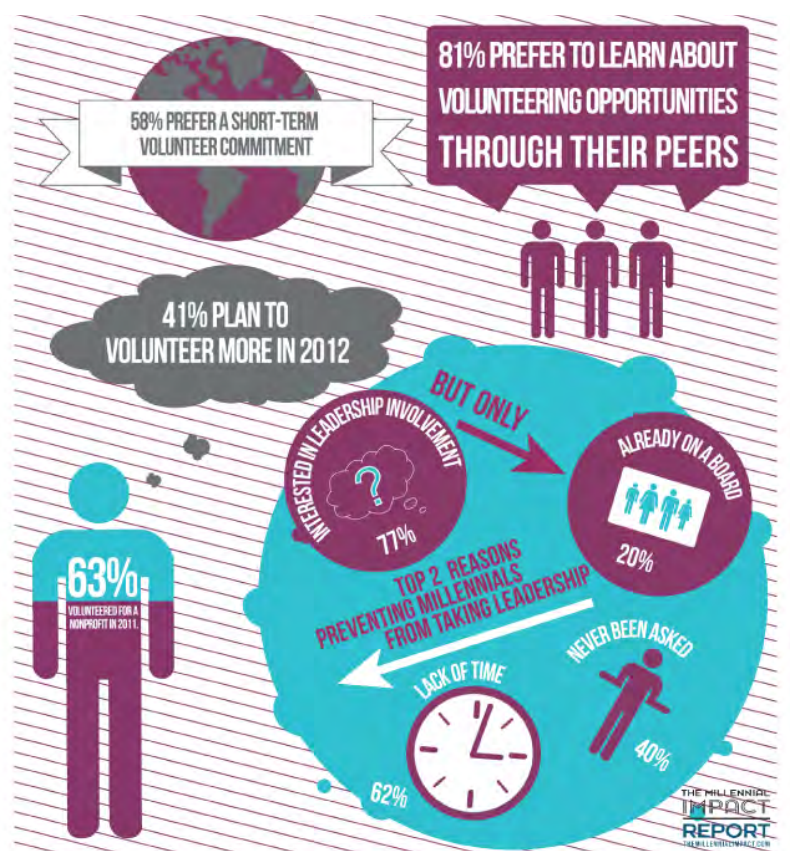
### Current Feelings

Millennials are very interested in giving time, energy, and financial gifts, but only to the right non-profit organizations. Millennials also feel as if they have a lot to offer, despite their young age and limited careers.

'Millennials want to be taken seriously as donors, volunteers, and leaders for causes they care about. Young donors are fully immersed in technology, but they are also invested in timeless values. They want to give and to serve. They want involvements that engage their minds as well as their hands,' states Marion Conway. 'Most important they are interested in building authentic, personal relationships with nonprofits. Millennials have high expectations for themselves and the nonprofits they support.' (Conway, 2012).

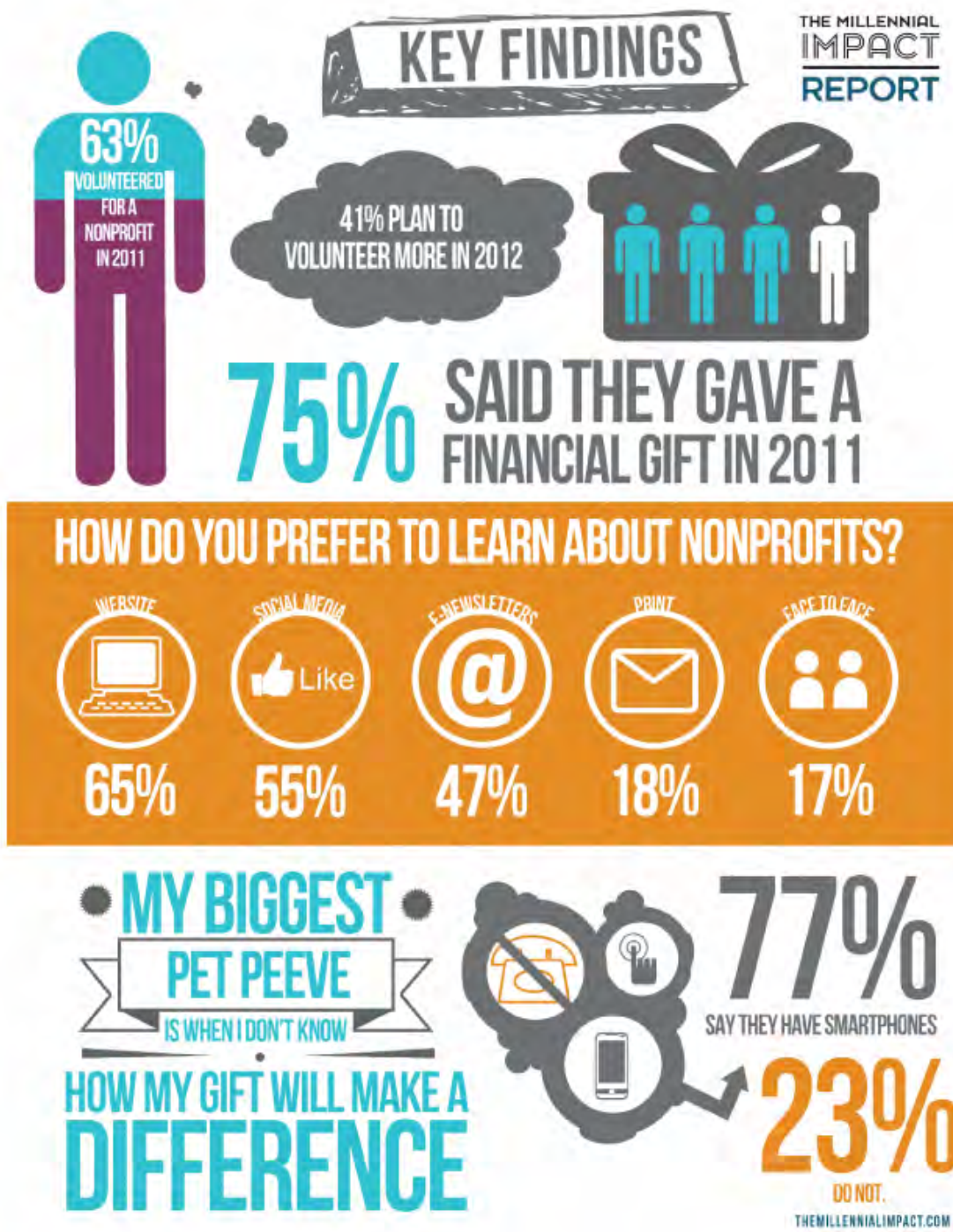
Attracting millennials to give to St. Jude must be done in a clever, yet authentic fashion. While there must be direct marketing and direct contact with potential givers, it is equally important to embrace peer relationships and encourage current millennial givers to share the St. Jude story through social media, blogs, and face-to-face conversations as millennials are more likely to listen to friends than marketers.

As more and more millennials hope to give time and money to charities in the future, St. Jude must utilize the media that millennials use on a daily basis, share the St. Jude message, and explain to the millennial how they can make a difference in helping St. Jude strive to fulfill its mission.



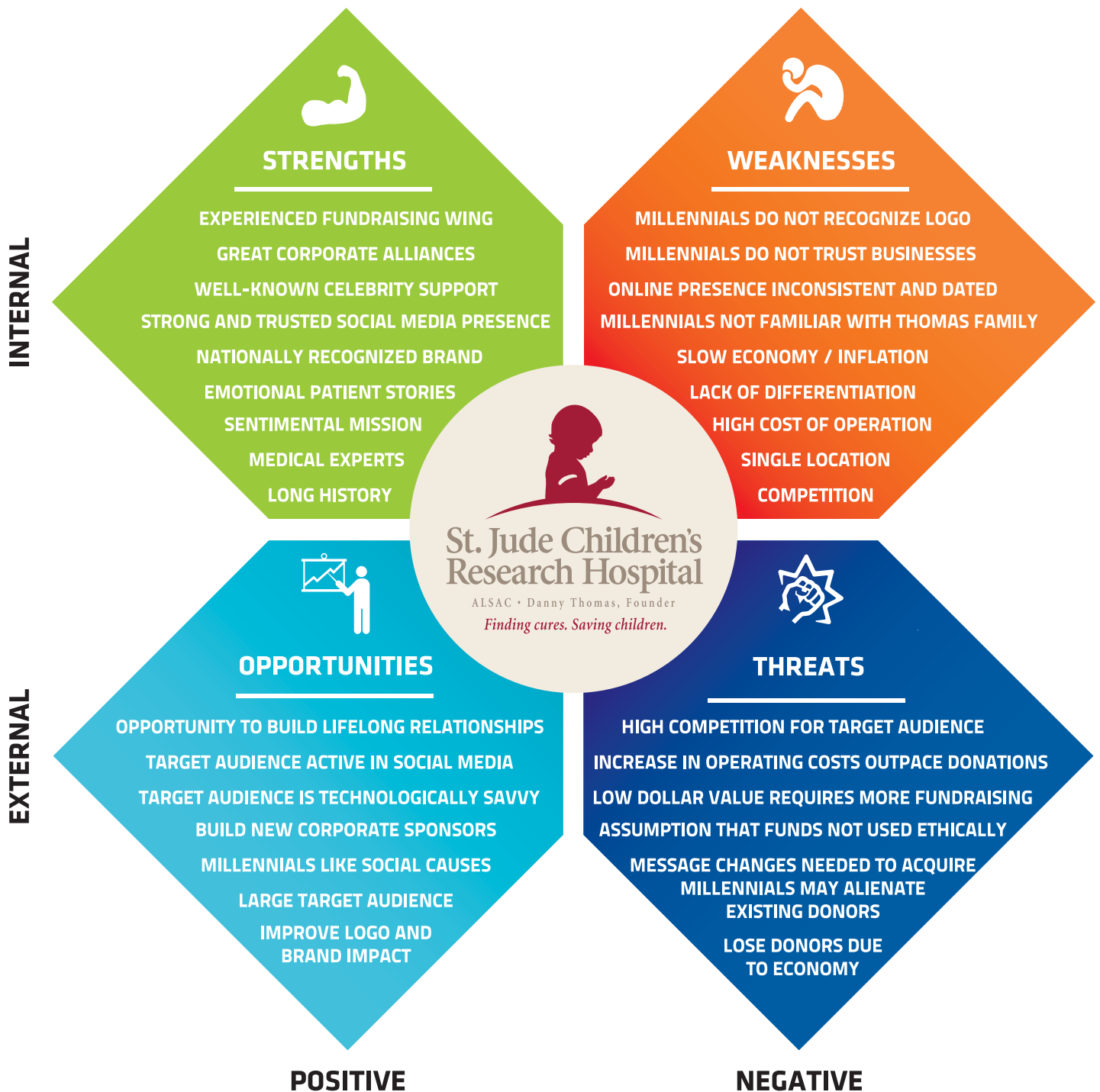
**TARGET MARKET**

**Current Feelings (Infographic)**





## SWOT ANALYSIS



# SWOT ANALYSIS

## SWOT ANALYSIS

### SWOT

This SWOT analysis for St. Jude Children's Research Hospital carefully examines the current marketing practices and position in relation to their marketing goals and objectives. By identifying strengths, weaknesses, opportunities, and threats; St. Jude will be empowered to craft a marketing message that tells their story, explains their mission, meets marketing objectives, and enable future growth.

**Strengths.** Strengths detailed in the SWOT analysis indicate that St. Jude has a nationally recognizable name and history of excellence. Their effective fundraising has enabled them become experts in research and treatment in pediatric cancers. These emotional stories help enable outreach to further funding and volunteer programs. Likewise, the long-standing history, success, and honorable mission make St. Jude a highly desirable corporate and celebrity partner.

**Weaknesses.** While the brand is strong on a national level, its strength lies in older generations. While the name still holds merit with millennials, the mission and logo are not recognizable. The same can also be said for the Thomas family name, which holds great significance with older generations but is relatively unknown with millennials. With so many similar charities on the market, St. Jude has not been able to truly differentiate itself from other children's hospitals in the eyes of millennials. The organization's online presence is inconsistent, dated, and leaves millennials feeling that the brand is not very strong. The effectiveness of the organization relies heavily on fundraising, which can be negatively impacted during down economies, making it difficult to keep up with the rising cost of operation.

**Opportunities.** Millennials are starting to become the most influential demographic in the US economy. There is a great opportunity for St. Jude to build lifelong relationships with these young professionals through social media and traditional media outreach. As millennials begin to play larger roles in St. Jude's fundraising programs, there is also an opportunity to reach out to new corporate sponsors that are also interested in marketing to this generation.

**Threats.** With so many similar non-profits competing for millennials' favor, there is a threat that St. Jude could lose potential and existing millennial donors to other causes. As marketing efforts begin to focus more and more on millennials, St. Jude also risks alienating and losing older donors as the marketing message changes to favor the younger audience. All the while, St. Jude must continue to improve its transparency to show how it ethically and responsibly uses its funds, otherwise risk losing the trust of potential millennial donors.



## BRAND POSITIONING

### Suggested Positioning Statement

St. Jude Children's Research Hospital is dedicated to saving the lives of children and leading the way in pediatric medical research. Through organizational transparency and sharing the courageous stories of the St. Jude family, we will be able to reach and educate others about our important victories and noble mission. With love, friendship, and family, hopeless causes can be defeated.

### Brand Positioning

St. Jude Children's Research Hospital was named the 2015 Harris Poll EquiTrend® Study, Health Non-Profit Brand of the Year for the second year in a row. The study analyzes brand health by evaluating consumer engagement and generating a complete analysis of a brand's position inside and outside its industry. (St. Jude Receives Brand Recognition, n.d.).

Richard Shadyac Jr., President and CEO of ALSAC/St. Jude Children's Research Hospital states, "Each year, millions of donors and volunteers embrace our mission of finding cures and saving children with cancer and other life-threatening diseases. This recognition (Brand of the Year) of St. Jude acknowledges the strength of our mission and brand, and that translates into support for the many families who turn to St. Jude for lifesaving care for their children." (St. Jude Receives Brand Recognition, n.d.)

St. Jude is one of the strongest brands in the medical industry and is an especially recognizable name with adults. The brand messaging is built entirely around the organization's mission of advancing cures and prevention of catastrophic diseases for children. The highly recognizable brand has allowed St. Jude to effectively communicate with its core donors for decades. However, as the hospital's need for more donations increases, the organization must begin targeting millennials who are far less familiar with the brand than its generational predecessors. There appears to be a fundamental flaw in St. Jude's current brand messaging preventing the organization from reaching millennials with the same level of success as with older generations.

“ This recognition of St. Jude acknowledges the strength of our mission and brand, and that translates into support for the many families who turn to St. Jude for lifesaving care for their children.”

- Richard Shadyac Jr., ALSAC/St. Jude

In meeting with this project's focus group, it was determined that although millennials have heard of St. Jude, they were not clear on the mission, the history, the Thomas family, and did not recognize the



## BRAND POSITIONING

corporate logo. These are all major selling points for the brand with older generations, however they appear all but lost on millennials. During our discussions, all members of the focus group agreed that the hospital's mission was both noble and altruistic, however before ever giving their own money to the cause they needed to learn more about the organization. There seemed to be a fairly high level of cynicism across the board when it comes to marketing, advertising, and trusting organizations to properly use funds. They also had concerns that perhaps the hospital was not truly interested in reaching out to them because the website was very dated and information was difficult to locate. While St. Jude clearly has a lot going for its brand positioning, there are a lot of questions that must be answered and several points needing clarification.

**Is St. Jude Trustworthy?** While the mission of the organization is inspiring, and the plight of the young children is heartbreaking, members of the focus group were adamant that businesses could not be trusted on the organization's word alone. Being named the most trustworthy charity in America according to the Harris Interactive Survey will certainly put many of their concerns to rest. (St. Jude Children's Research Hospital, 2010). This is a designation that the organization should better promote and strive to achieve every year.

The videos and stories on YouTube and Facebook were very effective in creating an emotional connection, but focus group members were worried that some of these children are now deceased and that their story did not have a happy ending after all. Perhaps mixing in softer messaging with existing content strategies will increase the message impact with the target audience.

In today's world, if an organization is asking someone for their hard-earned money, it is imperative that the organization provides some level of transparency with regards to its finances. The focus group members were glad to find that St. Jude does provide an online annual report, however it is extremely important to note that the document was very difficult to locate and contained data that was two fiscal years old (Data from FY13). Was this omission because the organization had something to hide in more recent budgets? Was the document difficult to find because the organization did not want many readers to locate it? Or are both of these issues simply a matter of St. Jude not respecting the online medium as a viable and important marketing channel?

There was also concern that information regarding fundraising revenues and how that money was allocated was not clearly detailed in the budget. Millennials seem to want to make sure that their hard earned money is being used properly. More timely and easier to find transparent data is needed.



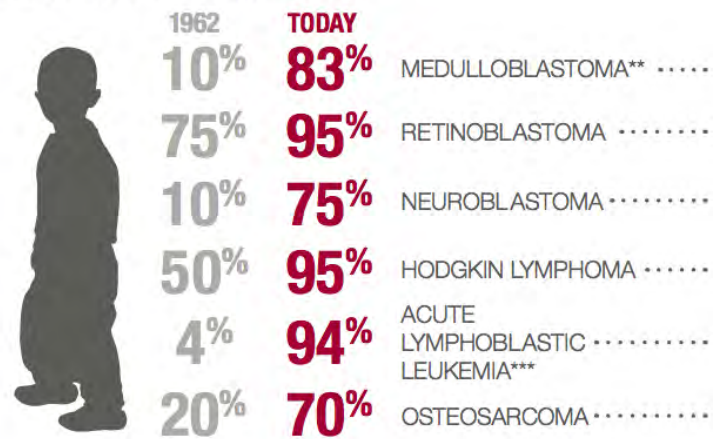
## BRAND POSITIONING

**Will I make a difference?** Nearly all of the participants in the focus agreed that with so many charities available to them, they wanted to be sure to give to one that actually needs their help and makes a difference in society.

Making a difference in one feat that St. Jude is proud of and should continue to publicize. Since its founding in 1962, 5-year cancer survival rates have increased at a staggering rate thanks in part to works done at St. Jude. These are great figures and help to explain just how important research at St. Jude is. Likewise it shows what impact donors are making to society. Children today are surviving from conditions that were fatal only 50 years ago. These children are more than just sad stories; they are happy endings because they are now able to lead healthy lives thanks to research and treatments at St. Jude.

This proposal will address how St. Jude can convince millennials that their donations do make a difference.

5-YEAR CANCER SURVIVAL RATES\*  
THANKS IN PART TO WORK AT ST. JUDE



ONLY ST. JUDE 2013 ANNUAL REPORT | Page 26

**Why does St. Jude have such a dated online brand?** The focus group participants were pleased to see St. Jude had a very active presence on nearly all social media channels. The stories, photographs, and videos do a great job of telling the St. Jude story and the significance of its research. But at the same time, the participants did not understand why the organization’s website looked so ‘dated’ and lacked the compelling stories that made the social channels so popular.

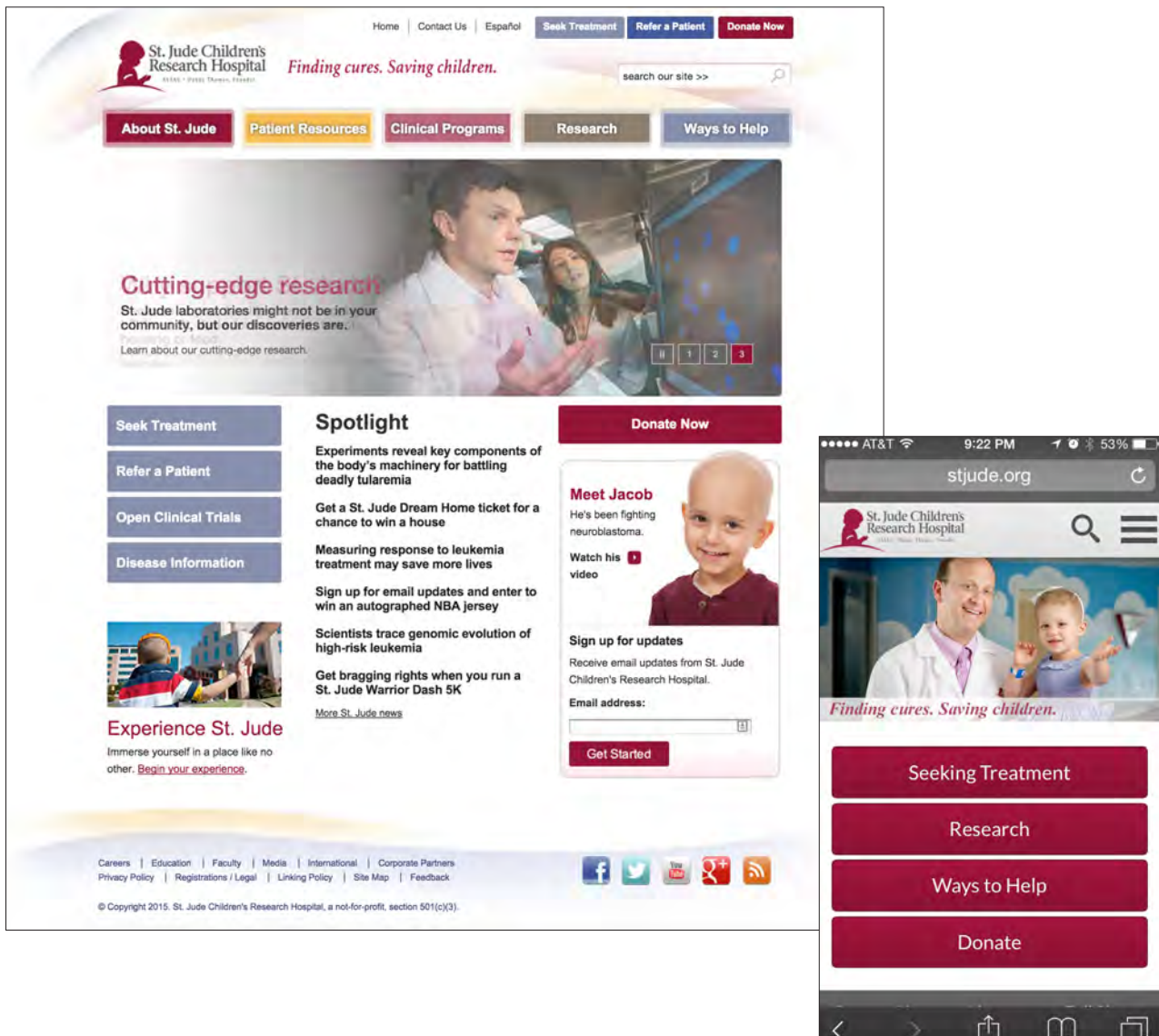
One participant in particular was very upset when she discovered that the website on her iPhone was missing content available to her on the desktop view. When it was explained to her that the mobile site was actually a separate website, she thought that St. Just was doing a great disservice to mobile viewers by limiting the content available to them.

Several of the participants also agreed that the St. Jude logo was busy, not very distinctive, and did not look modern. One user commented that the logo looked a lot like a clipart icon. It would appear that the first impression made to many of these millennials is directly tied to the dated brand they find on the

## BRAND POSITIONING

organization's website, and has little weight added from historical value.

This proposal will address how St. Jude can revitalize its online branding presence through a website redesign and implementation of a responsive website.





## BRAND PERSONALITY

St. Jude's brand personality is what you would expect for a non-profit organization providing medical services for children. Videos and imagery often provide somber stories of children in the fight for their lives against devastating illnesses. St. Jude does a great job of explaining the dire circumstances of its young patients, often to the point of being too somber. It may be beneficial for millennial donors to hear of the good St. Jude accomplishes. Adding some variety to the somber messaging may be more appealing to some potential donors.

The St. Jude mission resonates with millennials as well as older generations. This mission can be captured in the following four personality characteristics in order to best reach millennials through marketing campaigns.

**Caring.** The St. Jude's business puts them in the important position of providing compassion and care to its patients and families. From its founding mission to its employees, St. Jude and its staff embody the very definition of what it is to be compassionate. This personality aligns well with the oft-assumed millennial belief that we have a social responsibility to care for those less fortunate than ourselves. The mission is something millennials believe in as, "no child is denied treatment based on race, religion or a family's ability to pay." (St. Jude Mission Statement, n.d.)

**Technologically Progressive.** The St. Jude brand must appear to be technologically progressive. As stated above, the millennials are the best-educated and most technologically savvy generation our nation has seen. By embracing new media for marketing, St. Jude will be able to effectively reach and connect with millennials. A forward-thinking approach to communications will allow the organization to adapt and respond to new media channels and trends to better engage this target demographic.

**Professional.** St. Jude's brand professionalism is an imperative quality to market towards millennials. In addition to the altruistic needs from this generation, they also want to make sure that their money is well spent. This means hiring the best physicians, researchers, staff, administrators, and volunteers. The St. Jude work force must be professional and thirsty to succeed.

**Authentic.** In order to see donations from millennials and future generations, the organization must be authentic and transparent. Financials should be publically shared and two-way conversations must be established and maintained through social channels. St. Jude must prove that they are who they say they are. Engagement and authenticity empowers St. Jude to establish a personal relationship with the target demographic.

## BRAND PERCEPTION

### Brand Perception

Through primary research, it was determined that St. Jude Children's Research Hospital has extremely high brand recognition with millennials. All members of the focus group recognized the brand and considered its mission very admirable. It was stated that there presently is not enough federally funded research and treatment of diseases affecting children so it is great that an organization like St. Jude is able to fill the void when public funding cannot. Often times when care is available, it is often cost-prohibitive, regardless of whether the patient is insured or not. Not billing patients is just one of many things that makes St. Jude special.

Most focus group participants stated that they believed that there was some degree of cancer research and treatment affiliated with the St. Jude name, but they were not certain to what extent or how highly acclaimed the credentials were. While cancer research and treatment is at the forefront of St. Jude's mission and accreditations, it is certainly not the organization's only focus.

**Impact.** The name "St. Jude" is a very powerful and influential name in its own right. Often misperceived as a catholic organization, it is well known that the organization is special and does amazing feats for children and families in times of need.

**Strengths.** The strongest aspect of the brand is the name itself. Americans of all ages have grown up seeing television spots, address labels, or public events with the St. Jude name on it. While people may not always remember the marketing campaign or channel, the name is never forgotten.

**Weaknesses.** The weakest aspect of the brand is that the creative identity of the organization does not stand on its own, nor does it project the power and influence of its name. Nearly all members of the focus group were unable to identify the St. Jude logo. Other weaknesses included a lack of knowledge of the mission, the free medical services for patients, and a generally weak and poorly organized website.

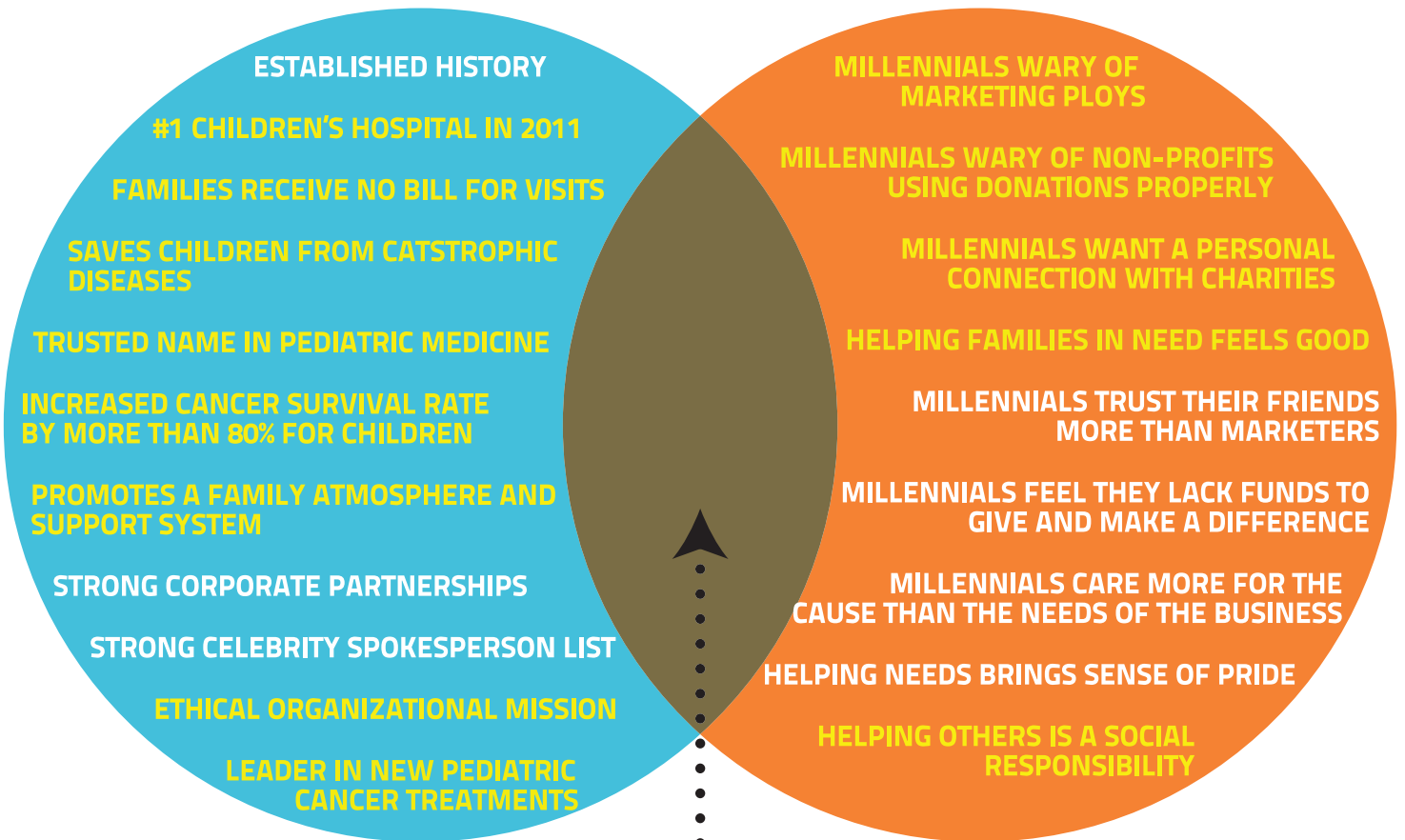
**Perception.** St' Jude's name is highly received, as is its general function of treating sick children, especially those stricken with cancer. The organization is generally well respected and known to hold many external events in the name of fundraising. Oft times a celebrity spokesperson or well-known organization is attached to fund raising campaigns.



**CREATIVE**

**IC STRATEGY STATEMENT**

**EMOTIONAL FACTORS**



**RATIONAL FACTORS**

~~Supporting from the heart, to mend the broken hearts of others.~~

**By supporting St. Jude, you become a part of something special, our family.  
 And family must come together so no one has to fight alone.**

~~Coming together as a family so you never have to be alone in your time of need.~~




## IC STRATEGY STATEMENT

**Rationale.** Between researching millennials and discussion from our focus group, one thing became clear about this demographic. The group is very clear on drawing the line between what it believes are social responsibilities and sound investments. The group feels that it is the responsibility of both corporations and individuals to help fellow man, and more importantly they want to feel like they are a part of something that can make a difference. At the same time, there is a cynicism with regards to whether or not charities and marketing can be trusted.

One of the more interesting points brought up in the focus group discussed how parents of sick and dying children must feel very alone during this difficult time. A program like St. Jude is there to carry them and support them both medically and emotionally when others cannot. St. Jude, through its mission, actions, and employees almost become an extended family to these financially and emotionally drained families.

By giving to St. Jude, you are not only helping fund valuable medical research and treatment of pediatric ailments; you are also providing peace of mind and emotional support to the parents and siblings of the sick patients.

<p><b>THANK YOU FOR ALL THAT YOU DO FOR THE CHILDREN OF ST. JUDE</b></p>	<p><b>"WE ARE INCREDIBLY PROUD TO MAKE THIS HISTORIC PLEDGE TO ST. JUDE CHILDREN'S RESEARCH HOSPITAL."</b></p> <p>-ERIC TRUMP PRESIDENT AND FOUNDER OF THE ERIC TRUMP FOUNDATION</p> <p>The Eric Trump Foundation pledged \$20 million to fund state-of-the-art surgery suites and an intensive care unit in a new tower on campus.</p>	<p><b>EVERY GIFT LARGE OR SMALL MATTERS</b></p>  <p><b>St. Jude Children's Research Hospital</b></p> <p>ALSAC • Danny Thomas, Founder</p> <p><i>Finding cures. Saving children.</i></p>
<p><b>"I AM SO THANKFUL TO BE ABLE TO BE A PART OF THE MIRACLES THAT HAPPEN AT ST. JUDE."</b></p> <p>-THERESA MORRIS RICHMOND, VA</p> <p>Morris volunteers at various St. Jude fundraisers, including the St. Jude Dream Home Giveaway. She also donates monthly through the St. Jude Partners in Hope program.</p>	<p><b>"WE HAVE HAD A LOT OF ACCOMPLISHMENTS OVER THE LAST FIVE YEARS AS A BUSINESS, BUT NONE OF THEM COME CLOSE TO COMPARING WHAT WE ARE DOING HERE."</b></p> <p>-JOE REYNOLDS CO-FOUNDER AND CO-CEO OF RED FROG EVENTS</p> <p>Red Frog Events announced a \$25 million commitment toward opening of the proton therapy center that will be part of a new tower at St. Jude.</p>	
<p><b>"IT WAS MORE THAN A RACE FOR US. IT WAS NOT ABOUT US, BUT ABOUT WHAT WE AS A TEAM CAN DO FOR OTHERS."</b></p> <p>-MARI NOVO CAPTAIN OF TEAM DIABLOS</p> <p>Members of the team ran the St. Jude Latin Music Miami Beach Half Marathon at St. Jude Homes.</p> <p><b>ONLY ST. JUDE 2013 ANNUAL REPORT   Page 42</b></p>		



## CREATIVE BRIEF

**Client.** St. Jude Children's Research Hospital  
**Type.** Integrated Marketing Communications Campaign

**Date.** May 18, 2015  
**Pages.** 1 of 1

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### What is the IC Strategy Statement?

By supporting St. Jude, you become a part of something special, our family. And family must come together so no one has to fight alone.

### Why are we advertising?

We are advertising to help empower St. Jude to build lifelong relationships with new donors and volunteers to help sustain the organization and its mission for future generations.

### Whom are we talking to?

Millennials, specifically young adults that are 21 to 30 years of age.

### What do they currently think?

They are familiar with the hospital name but far less familiar with the brand, history, and mission. They like what is being done on some social channels but feel the web presence is very dated.

### What do we want them to think?

St. Jude is a caring, research-minded organization committed to treating and finding new cures for children. St. Jude is a trustworthy cause and altruistic organization that needs the target audience's time and money to continue medical research advancements and providing treatments for future generations.

### What is the single most persuasive idea we can convey?

With your help, St. Jude saves the lives of innocent children through medicine, friendship, and love.

### Why should they believe it?

St. Jude will tell the story of the organization, healing, and friendship. The organization has more than 50 years of success stories, made strides in medical research, and a history of helping families through difficult times and circumstances. St. Jude saves lives.

### Are there any creative guidelines?

The campaign will use new and traditional media such as social channels, video game networks, apps, TV, and the web while fully complying with St. Jude's style guide.



## COMMUNICATION OBJECTIVES

Double Clique Media is proud to present a dynamic multi-discipline, multimedia communications plan for St. Jude Children’s Research Hospital. The plan is aggressive and creative, and offers an approach to effectively communicating with the target audience through an integrated communication strategy through several digital and traditional marketing channels. The plan will communicate through websites, mobile apps, social media, print, and guerilla tactics. All communications strategy and tactics will align with the St. Jude brand and style standards.

**Goal.** To build a lifelong relationship with millennials between the ages of 21 to 30 as St. Jude ambassadors, advocates, volunteers, and lifelong donors to ensure healthy fundraising for years to come.

**Campaign.** This campaign is titled #Carousel4Life. The carousel carries many different meanings and symbolisms. At its most basic level, it is linked to a circle, which is one of the most pure and profound symbols in existence, as it has no beginning or no end. Other symbolic references include the oft-idealized innocence of youth or the journey of life itself.

The inspiration for this particular campaign is the Rogers and Hammerstein’s musical, ‘Carousel.’ The story is about two parents struggling through life and willing to do anything and everything for their child. Times get hard for the family, leaving the mother (Julie Jordan) alone after the death of her husband. One of the most famous songs from the musical is the powerful ballad, ‘You Will Never Walk Alone,’ sung to Julie, so that she knows her friends will always be there to help her in her times of need. The words of the song are very complimentary to the mission of St. Jude, while the imagery and playfulness of a carousel is appealing to children, parents, and millennials.



## COMMUNICATION OBJECTIVES

Over the years, this song has been covered by dozens of internationally known artists, including Elvis Presley, who like St. Jude, is from Memphis. The theme of the musical, the words of the song, and the Elvis connection, seem to harmonize with the St. Jude mission, brand perception, and use of celebrities.

### “You Will Never Walk Alone” by Rogers and Hammerstein

When you walk through a storm  
Keep your chin up high  
And don't be afraid of the dark.  
At the end of the storm  
Is a golden sky  
And the sweet silver song of a lark.

Walk on through the wind,  
Walk on through the rain,  
Though your dreams be tossed and blown.  
Walk on, walk on  
With hope in your heart  
And you'll never walk alone.  
You'll never walk alone.

**Strategy.** Success for this campaign requires a multi-channel approach to marketing campaign objectives. Double Clique will take meticulous care in created a multi-layered approach to extending brand recognition, creating engagement and lifelong recognition, and creating unique conversation with the target demographic.

The campaign will take a serious, but lighthearted approach at telling the story of St Jude, its patients, its employees, and its events. Because of the seriousness of the illnesses treated and researched at St. Jude, millennials often times feel overwhelmed by emotion and may respond negatively or completely ignore marketing that places a heavy emphasis on disheartening situations. Double Clique proposes that advertising targeting millennials demonstrate cheer and happiness. Imagery and messaging should discuss all the good that can be accomplished and how important it is for millennials to help the cause.

## COMMUNICATION OBJECTIVES

**Objectives.** The quantifiable marketing objectives are:

- 1.) Increase participation in college campus events by 25% within a year.
- 2.) Increase monthly website traffic for both repeat and new visitors by 35% within a year.
- 3.) Using Social Media, recruit 100,000 first-time millennial donors within a year.
- 4.) Increase millennial volunteers for fundraising events by 35% within a year.
- 5.) Engage in guerilla tactics to raise campaign awareness in target cities by 50%.
- 6.) Generate 350,000 Social Interactions Using the Hashtag #Carousel4Life
- 7.) Generate 50 quarterly submissions for the quarterly "Above and Beyond" award.
- 8.) Generate 500 monthly views on the Employee Spotlight monthly feature.

Through development and execution of the 12-month integrated marketing campaign, Double Clique will empower St. Jude to meet these lofty objectives and extend the brand to millennials.



## COMMUNICATION TACTICS

### Objective 1

Increase participation in college campus events by 25% within a year.

### Tactic 1 : Ambassador Program Website Portal.....\$500,000

Because of St. Jude's longstanding relationships with universities, fraternities, and sororities, many colleges already have campus volunteer chapters. The campus ambassador portal website provides St. Jude a channel in which it can communicate directly to college millennials to raise participation in on-campus events. By improving the tools, education, and listing career related opportunities on campus chapter portals, colleges will more effectively promote events and enlist potential volunteers to join the St. Jude family. Through increased knowledge and education, events will be better marketed across campuses, increasing event participation exponentially. An ambassador website provides an opportunity for St. Jude to better educate its volunteers about the organization's history and mission while effectively explaining the need and importance of its volunteer programs.

#### Key Features

- Social Media Content such as hashtags, videos, and photos optimized for social media networks.
- Art files for event specific flyers, website banners, postcards, yard signs, t-shirts, email blasts, door hangers, bookmarks, and videos.
- A campus chapters website with message board to communicate with current volunteers as well as potential event participants.
- A job posting index to match volunteers with positions that match their skills and career goals.
- Educational videos that teach chapters how to effectively market the St. Jude brand.

**Target Audience.** Volunteer college students between the ages 21 to 30

**Secondary Audience.** Chapter sponsoring professors and staff of all ages.

**Tertiary Audience.** Non-traditional college student over the age of 30.

**Reach.** Estimated 1% out of the total 21,000,000 US College Students (Fast Facts, 2014). for a total of: 210,000 per year.

**Frequency.** The website will be available with new content being published year round.



## COMMUNICATION TACTICS

**Evaluation Plan.** Website activity will be measured through analytics. Cross comparisons with chapter logins and related event attendance will be measured.

**Internal Stakeholders Equity.** Internal Stakeholders will be asked to contribute content to the portal for volunteers to use.

### Creative Execution.

**AMBASSADOR MARKETING PORTAL**

St. Jude Children's Research Hospital  
ALSAU • Daisy Thomas, Founder  
Finding cures. Saving children.

HOME CAMPAIGNS MEDIA EVENTS WEBINARS SUPPORT

Read More

DISCOVER THE #CAROUSEL4LIFE

**LET US HELP YOU** —

Yes! We have what it takes to make the job done.

- VOLUNTEER JOB BOARD**  
Find volunteer opportunities that match your skills and career objectives
- ART FILES**  
Download approved art files for your campaign.
- SOCIAL MEDIA**  
Discover the latest approved strategies, hashtags, and media through our social media style guide.
- CAMPAIGN STRATEGIES**  
Discover the latest approved strategies, objectives, and media through our marketing style guide.

PHOTOGRAPHY  
Download approved high-resolution photographs for your campaign.

TRAINING & EDUCATION  
Improve your marketing through professional training webinars and e-books.

## COMMUNICATION TACTICS

### Tactic 2 : College Ambassador Program Webinars.....\$25,000

A key component to ensure the success of on-campus events is educating campus chapters on what it takes to host a successful event. The St. Jude campus chapter monthly webinar series will provide campus chapters training on best strategies for marketing, setting up events, organization help, and managing event operations. Presenters will include St. Jude’s marketing teams as well as various campus chapter spokespersons who can share their stories on how they hosted successful events. When in-person training is not possible, webinars make a great alternative. The Ambassador webinar series presents an opportunity for St. Jude to speak firsthand to volunteers and explain the importance of coming together as a family to help others.

#### **Key Features.**

Webinars will include:

- Subject Matter Expert presentations from St. Jude.
- Campus chapter presentations discussing the successes and failures of their hosted events.
- An open mic for participants to consult with peers who may face similar problems.
- One Webinar is scheduled per month.
- Previously held webinars are available for viewing at any time.

**Target Audience.** Volunteer college students between the ages 21 to 30

**Secondary Audience.** Chapter sponsoring professors and staff of all ages.

**Tertiary Audience.** Non-traditional college students over the age of 30.

**Reach.** Estimated 1% of 21,000,000 US College Students (Fast Facts, 2014). for a total of: 210,000

**Frequency.** At least one per month.

**Evaluation Plan.** Cross comparisons with chapter logins and event attendance will be measured.

**Internal Stakeholders Equity.** Employees and volunteers will be asked to contribute to webinar discussions.



## COMMUNICATION TACTICS

### Creative Execution.





## COMMUNICATION TACTICS

### Objective 2

Increase monthly website traffic for both repeat and new visitors by 35% within a year.

### Tactic 1 : Website Redesign.....\$500,000

According to the WayBack Machine, St. Jude partially redesigned its website around August, 2014. A partial redesign offers some short-term buzz, but does not improve fundamental issues with organization, content, and layout which limit the site's effectiveness as a marketing channel. A true redesign offers the opportunity to refresh the brand and build excitement while improving long-term functionality. Likewise, a website redesign will give St. Jude's online presence new credibility with the target demographic. The design will feature themes based upon the #Carousel4Life campaign and improved organization will enhance the perception of transparency.

#### Key Features.

- Social Media Integration allowing visitors to share and offer feedback on content.
- Improved navigation to decrease bounce rate and improve the overall user experience.
- Improved site taxonomy to better organize content so it is easier to find.
- Improved news presence on homepage to promote critical stories and fundraising objectives.
- Increased video integration of video content because users learn more from video than from text;
- Create a global calendar of events for St. Jude Children's Research Hospital and affiliates.
- Improved website accessibility to allow users with visual impairments to access website content.
- Create a responsive website design so that the website is appropriately rendered in all devices.

**Target Audience.** Millennials between the ages 21 to 30 who use the Internet.

**Secondary Audience.** All other Internet users.

**Reach.** Approximately 980K visitors per month. (SimilarWeb, n.d.).

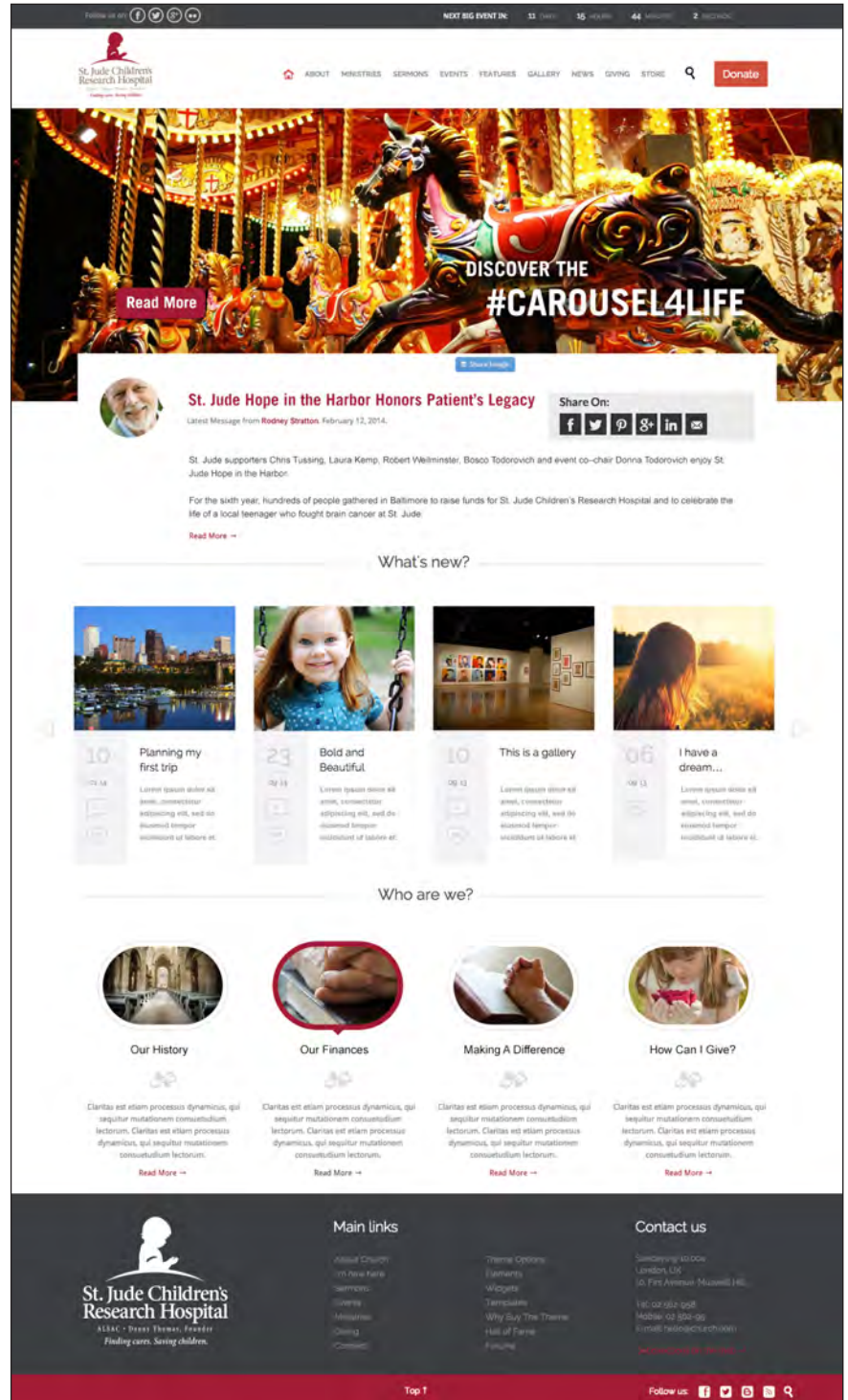
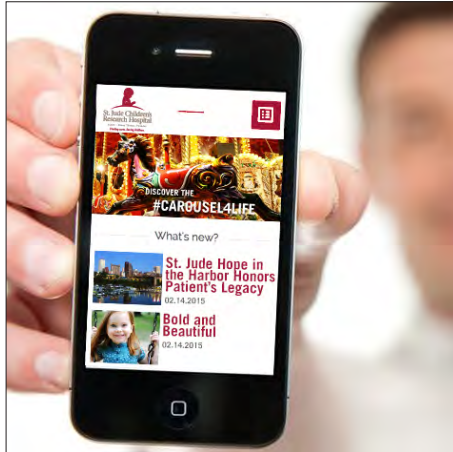
**Frequency.** At least one visit per month.

**Evaluation Plan.** Comparison of web analytics for each month versus prior year's results.

**Internal Stakeholders Equity.** Internal Stakeholders will be asked to contribute web content.

## COMMUNICATION TACTICS

### Creative Execution.



## COMMUNICATION TACTICS

### Tactic 2 : Social Media Blitz.....\$35,000

‘If you build it, he will come,’ only works in the movies. It’s not enough to produce a dynamic website and leave it to chance that people find it. You have to be proactive and this is where social media can help. Social Media is one of the best ways to increase traffic to your website, yet a quick look at St. Jude’s Twitter and Facebook accounts reveal that present social media marketing is not referring traffic back to the organization’s website. This is an especially important strategy considering the target audience’s heavy reliance upon social media channels. To improve website traffic, volunteerism, and donations, always include a link back to the St. Jude website for more information on a particular topic. The purpose of this tactic is two-fold: to increase website traffic, and to increase social engagement and gain trust from millennials while educating them about the St. Jude mission and accomplishments.

#### **Key Features.**

- A social media marketing plan containing clear-cut strategies, objectives, checklist, and goals.
- Templates for images, videos, and social media posts for each network when needed.
- A monthly activity calendar to schedule daily posts for each network.
- A style guide providing hashtag, keywords, and image usage information.
- Training for marketing managers, support staff, and external influence champions to effectively manage the campaign.

**Target Audience.** Millennials between the ages 21 to 30 who use the social media.

**Secondary Audience.** All other users on social media.

**Reach.** Approximately 2 Million viewers per month between social followers and content sharing.

**Frequency.** Daily content publishing is scheduled every first and third week of a month.

**Evaluation Plan.** Comparison of web analytics for each month versus prior year results. Additional social analytics measured through social aggregate application that measures social reach, clicks, shares, and content engagement.

**Internal Stakeholders Equity.** Internal Stakeholders will be asked to contribute social content.



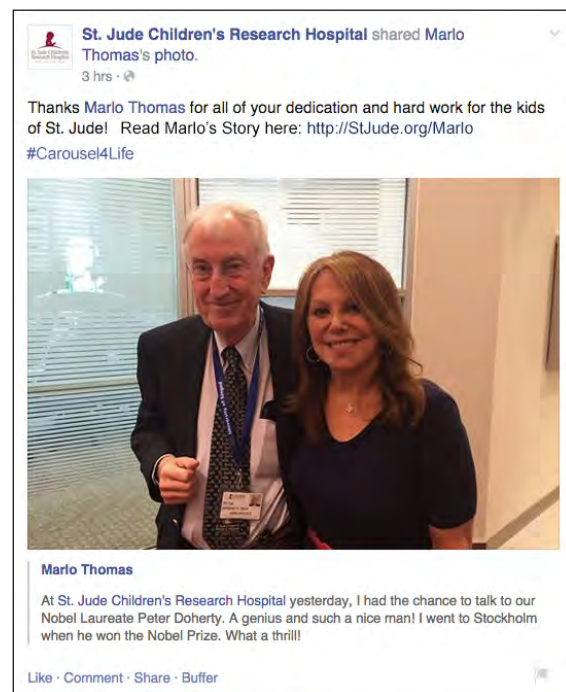
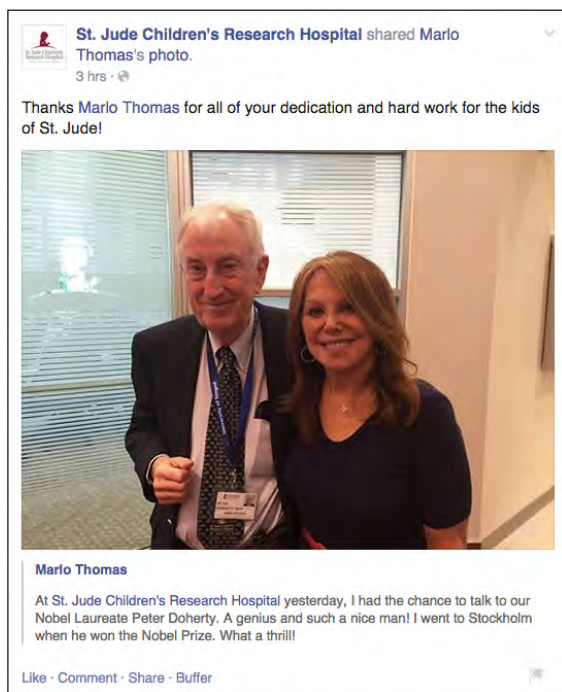
## COMMUNICATION TACTICS

### Creative Execution.

Original



New



## COMMUNICATION TACTICS

### Tactic 3 : YouTube Branding.....\$5,000

St. Jude has a YouTube library of more than 135 videos, with new videos being added regularly. These videos are embedded into webpages, social media, and available on YouTube for channel and search viewing. Some of the valuable options that St. Jude is not taking advantage of is the utilization of the 3-5 second branding intro and branding watermark for videos. While only a few seconds long, the intro adds significant brand recognition to a YouTube Channel. Likewise, a simple logo overlay for a watermark with a message of "Please Visit the NEW StJude.org" will go a long way to making potential donors aware of the new website. The more ways St. Jude can direct users to its website means that the organization increases its opportunity to connect with potential donors in its ongoing effort to battle pediatric illnesses.

#### **Key Features.**

- Improved branding across all videos.
- Refers traffic to website.
- Uses highly-followed video medium to redirect traffic to website.

**Target Audience.** Millennials between the ages 21 to 30 who use YouTube.

**Secondary Audience.** Current 5,000+ subscribers to the St. Jude YouTube channel.

**Tertiary Audience.** Current non-subscribed St.Jude YouTube channel viewers.

**Reach.** Approximately 1 Million viewers per month between YouTube followers, social followers, current website viewers who view St. Jude YouTube videos online.

**Frequency.** YouTube content viewed daily will be affected by the YouTube Branding tactic.

**Evaluation Plan.** Currently, only 1% of social media traffic referred to StJude.org comes from YouTube (SimplyWeb, n.d.). A comparison of web referral analytics for each month versus prior year results will calculate improvements in YouTube driving traffic to the St. Jude website.



## COMMUNICATION TACTICS

### Creative Execution.



The video player shows a scene from a YouTube video. At the top left is the YouTube logo. A search bar is on the right. The video content shows Michael Strahan, a man in a blue t-shirt, sitting on the floor at a round table with three children. They are in a brightly lit room with colorful toys and furniture. On the table are green containers and papers. A small logo for 'the NEW StJude.org' is overlaid on the bottom right of the video frame. Below the video is a black progress bar with a play button, a volume icon, and a timer showing 0:05 / 0:36. Below the video is the title 'Michael Strahan and Friends - St. Jude Thanks and Giving'. Underneath the title is the channel name 'St. Jude Children's Research Hospital' with a verified badge. To the left of the channel name is the St. Jude logo. To the right is a red 'Subscribe' button with '5,498' subscribers. On the far right of the video information area is the number '2,097'. Below this are icons for 'Add to', 'Share', and 'More'. On the right side of this row are icons for likes (14) and dislikes (2). Below the video information is the text 'Published on Nov 24, 2014' and a description: 'You support helps ensure no family ever receives a bill from St. Jude. #StJudeGiveThanks'. At the bottom center is a 'SHOW MORE' link.

**Michael Strahan and Friends - St. Jude Thanks and Giving**

St. Jude Children's Research Hospital

Subscribe 5,498

2,097

Published on Nov 24, 2014

You support helps ensure no family ever receives a bill from St. Jude. #StJudeGiveThanks

SHOW MORE

## COMMUNICATION TACTICS

### Tactic 4 : Television Commercial.....\$1,000,000

Television is still the king of influence with 70% of millennials stating that TV influences the way they perceive and value a brand. (US Millennials: TV is the Most Influential Advertising Medium, 2014). Much of the TV programming that millennials watch is recorded and the ads subsequently skipped. In some cases, TV clips are only viewed online in highlighted segments, such as footage from late night hosts Fallon and Kimmel, both of whom are highly active on YouTube. While late-night TV content caters to millennials, the demographic watches these shows live 26% less than Generation X and 43% less than those 55 and over. (Fisher, 2014). The fact that millennials are watching less and less live television creates a major obstacle for marketers wishing to engage this demographic. The key to millennials seeing TV ads is to find “can’t miss” live programming to attach an ad to. While viewership is extremely fragmented for most live opportunities, there is one exception to this rule, the NFL. The NFL is the one live program millennials flock to, with a 34% live viewership. (Fisher, 2014).

Because the NFL is the target demographic’s favorite sport and sports do not translate well to mobile devices, millennials are required to tune in to live TV for viewing. That makes this ad time highly sought after and competitive. To accommodate, the average NFL game plays more than 100 commercials. (Seward, 2013). This tactic calls for a memorable and enticing 15-second PSA to be played during NFL games to take advantage of the heavy millennial viewership. The PSA will share a brief but powerful message to communicate the importance of the St. Jude mission.

#### **Key Features.**

- Content features “Save the Children,” #Carousel4Life, and prompts users to visit StJude.org.
- The video can be used as a PSA as well as an intro to videos on the St. Jude YouTube channel.

**Target Audience.** Millennials between the ages 21 to 30 who watch the NFL.

**Secondary Audience.** All other viewers who watch the NFL.

**Reach.** 202 Million fans watched the NFL in 2014 with 17.6 million viewers per game. (Bibel, 2015).

**Frequency.** To be played during regular season games every Sunday from Sept. through Jan.

**Evaluation Plan.** To track traffic from NFL viewers, a special URL is set up for StJude.org/NFL. A simple evaluation of monthly analytics will provide a precise measurement for the PSA’s ROI.



## COMMUNICATION TACTICS

### Creative Execution.

#### VIDEO

MED Dark scene of Carousel operating.

FADE-IN: Text over video,  
"Save the Children"  
(5 seconds)

FADE-IN: Text over video,  
"#Carousel4Life"  
(5 seconds)

FADE-IN: Text over video,  
"StJude.org/NFL"  
St. Jude Logo  
(5 seconds)

#### AUDIO

SFX: Sound of children laughing and carousel operating. (15 sec)





## COMMUNICATION TACTICS

### Tactic 5 : Search Engine Optimization.....\$250,000

While St. Jude is actively participating in Google Adwords and search engine marketing, the page rank for organic search results is very poor. Much of this is do to the poor page structure, unorganized taxonomy, and inadequate content on the website. Following a holistic approach, Double Clique will re-write, re-structure, and re-organize website content using best and proven practices for improving search engine optimization (seo). In addition to page rank improvements, the restructured site content will be organized so that it is easier to read, navigate, and respond to. Search engines today act much like phone books and yellow pages of years gone by. It is essential that St' Jude ranks highly on page rank so that search results are not dependent upon the limited number of keywords provided by purchased AdWords. At any time, someone can place higher bids on keywords or the AdWord campaign's funding source may reach a monthly allowance or credit card expiration. In these scenarios, St. Jude's current search engine strategy is immediately fruitless and compromised. With a new reliance of mobile search from millennials, organic PageRank is more important than ever.

#### **Key Features.**

- Improved results in organic page ranking.
- Improved internal search for site users.
- Improved content structure for reader comprehension and conversions.
- Properly structured HTML so that page keywords and purpose are ranked appropriately.
- Inclusion of long-tail keywords to improve page rank for relevant phrases that users search for.

**Target Audience.** Millennials between the ages 21 to 30 who use Internet search engines.

**Secondary Audience.** All other users who use Internet search engines.

**Reach.** Approximately 28.5% of 980K monthly visitors to StJude.org find the site from Search Engine Query, for a approximate total of: 279,300 monthly visitors. (SimilarWeb, n.d.).

**Frequency.** Weekly publishing of new stories and tweaking existiting content by SEO specialists will improve search results.

**Evaluation Plan.** Comparison of web analytics for each month versus prior year results. Monitoring and measuring the monthly referral rates from analytics.



## COMMUNICATION TACTICS

### Objective 3

Using Social Media, recruit 100,000 first-time millennial donors within a year.

### Tactic 1 : Social Media: Telling the Story.....\$125,000

The #Carousel4Life campaign is ideally suited for social media due to its memorable hashtag. Images, content, and videos will be themed accordingly to help tell the story of St. Jude and its patients over social media channels. Included with every post is a link back to a responsive landing page on the new St. Jude website that discusses the #Carousel4Life campaign and presents an opportunities for giving and volunteering. While St. Jude does a great job of incorporating visuals in its social media posts, often times links for more information are not provided. To improve website traffic, volunteerism, and donations, a link back to the St. Jude website for more information on a topic must always be included. This tactic will engage first-time millennial donors by explaining the importance of their donations and encouraging them to join the St. Jude family.

#### Key Features.

- A social media marketing plan containing clear-cut strategies, objectives, checklist, and goals.
- Templates for images, videos, and social media posts for each network when needed.
- A monthly activity calendar to schedule daily posts for each network.
- A style guide providing hashtag, keywords, and image usage information.
- Training for marketing managers, support staff, and external influencers manage the campaign.
- Website landing pages specific for social media campaign for secure donations.

**Target Audience.** Millennials between the ages 21 to 30 who use the social media.

**Secondary Audience.** All other users who use the social media.

**Reach.** Approximately 2 Million viewers per month between social followers and content sharing.

**Frequency.** Daily content publishing is scheduled every first and third week of a month.

**Evaluation Plan.** Comparison of web analytics for each month versus prior year results. Social analytics measured through social aggregates to measures social reach, clicks, shares, and engagement.

**Internal Stakeholders Equity.** Internal Stakeholders will be asked to contribute social content.

**COMMUNICATION TACTICS**

**Creative Execution.**

Original



New



## COMMUNICATION TACTICS

### Tactic 2 : Social Media: Telling the Story on Snapchat.....\$50,000

Snapchat was the third most popular social media network for millennials in August 2014. (Kosoff, 2015). With 32.9% penetration amongst millennials, there is little wonder why Facebook tried to purchase the company for \$3 Billion dollars. (Perez, 2014). With such a high penetration amongst the target demographic, and the apps meteoric rise in popularity; this social channel cannot be ignored. Snapchat is a slightly more rigid social media environment compared to Facebook, Twitter, and Instagram. While the story can still be told, it must be done through a slightly different methodology. Double Clique will help St. Jude create Snapchat stories and images to encourage users to make donation using the app's Snapcash money transfer feature.

**Key Features.** Snapchat has 5 primary content types, Doodles, photos, videos, stories, and Snapcash.

- Art file templates for the 5 primary features.
- Snapchat Story and one-to-many communication strategies.
- Unique St. Jude doodle artifacts.
- St. Jude Snapchat style and usage guide.
- Direct users from other social networks to Snapchat to increase following.
- Snapchat has a feature, Snapcash, which allows users to send money directly and securely from their phones to St. Jude.

**Target Audience.** Millennials between the ages 21 to 30 who use Snapchat.

**Secondary Audience.** All other users who use Snapchat.

**Tertiary Audience.** All other users who presently do not use Snapchat but interested in starting.

**Reach.** Approximately 2 Million viewers per month between social followers and content sharing.

**Frequency.** Daily content publishing is scheduled every second and fourth week of a month.

**Evaluation Plan.** Snapchat can a measurement of Snaps sent and Snaps opened. Likewise a count of donations made and total dollars generated will be available.



## COMMUNICATION TACTICS

### Creative Execution.





## COMMUNICATION TACTICS

### Tactic 3 : Advertising on YouTube.....\$1,825,000

As millennials continue to “disconnect” and move away from cable, funds that previously had been used exclusively for television advertising should now be reevaluated. One alternate use for these funds would be for use on the social media video network, YouTube. Why is YouTube important? 83 percent of millennials get their news from YouTube. (How Millennials Use and Control Social Media, 2015). To take advantage of this statistic, Double Clique proposes an aggressive YouTube advertising campaign targeting millennials across the US. Using a slight variant of the TV ad created for NFL games in Objective 2: Tactic 4. St. Jude will be able to attach a YouTube video ad prior to normally selected YouTube videos. This gives St. Jude the opportunity to reach out to millennial YouTube viewers and direct them to information explaining how their donations can make a difference in saving the life of a child.

#### Key Features.

- A 15-second in-stream YouTube video ad to attach to the beginning of YouTube videos showing how rewarding it is to give to St. Jude.
- A geo-targeted campaign targeting the US for millennials.
- A age-targeted ad focusing on the target demographic of 18 to 34 year olds.
- Video is hotlinked back to <http://StJude.org/Giving>

**Target Audience.** Millennials in the United States between the ages 18 to 34 who use YouTube.

**Reach.** Anticipated reach is approximately 47K - 150K viewers per day for 365 days.

**Frequency.** To be played daily over the course of a year.

**Evaluation Plan.** Currently, only 1% of social media traffic referred to StJude.org comes from YouTube (SimplyWeb, n.d.). A comparison of web referral analytics for each month versus prior year results will calculate improvements in YouTube driving traffic to the St. Jude website.

## COMMUNICATION TACTICS

### Creative Execution.

#### VIDEO

MED: Dark scene of Carousel operating.

FADE-IN: Text over video,  
"Save the Children"  
(5 seconds)

FADE-IN: Text over video,  
"Give the gift of life today"  
"#Carousel4Life"  
(5 seconds)

FADE-IN: Text over video,  
"StJude.org "  
St. Jude Logo  
(5 seconds)

#### AUDIO

SFX: Sound of children laughing and carousel operating. (15 sec)





## COMMUNICATION TACTICS

### Tactic 4 : Video Advertising on Spotify.....\$500,000

Millennials are permanently attached to their iPods and mobile devices. As a result, when it comes to listening to music and news, they are listening more to their own music libraries, podcasts, and Internet radio stations and less to traditional radio. Funds that previously had been used exclusively for radio advertising should now be reevaluated for use with Internet radio channels. One potential channel for these funds would be on the social media music network, Spotify. Why is Spotify important? Eight in ten millennials listen to Internet radio (Rosin, 2014), with nearly half of those utilizing Spotify. (Spotify Tops the Charts, 2013). Spotify gives marketers an opportunity to reach radio listeners nationwide, with a single ad purchase. This marketing channel offers St. Jude the opportunity to reach its target demographic over Internet radio and share its powerful story.

#### Key Features.

- A 15-second video ad to play during Spotify commercial breaks describing how rewarding it is to give to St. Jude.
- A geo targeted campaign targeting the US for millennials viewers.
- A age targeted ad focusing on the target demographic of 21 to 30 year olds.
- Video spot with companion display unit
- Served during commercial ad breaks between songs in a music session
- Only completed views are billed
- Companion display unit invites further engagement
- Video is only for Desktop Client users.

**Target Audience.** Millennials between the ages 21 to 30 who use Spotify.

**Reach.** Anticipated reach is approximately 25K - 50K viewers per day for 365 days.

**Frequency.** To be played weekly over the course of a year.

**Evaluation Plan.** To track traffic from Spotify listeners, a special URL is set up for StJude.org/Spotify. A simple evaluation of monthly analytics will provide a precise measurement for the PSA's ROI.



## COMMUNICATION TACTICS

### Creative Execution.

#### VIDEO

MED: Dark scene of Carousel operating.

FADE-IN: Text over video,  
"Save the Children"  
"Give the gift of life today"  
(10 seconds)

FADE-IN: Text over video,  
"StJude.org/Spotify"  
St. Jude Logo  
"#Carousel4Life"  
(5 seconds)

#### AUDIO

SFX: Sound of children laughing and carousel operating. (15 sec)

ANNOUNCER: "Save the Children. Give the gift of life today."

ANNOUNCER: "vist StJude.org/Spotify for details, or search for #Carousel4Life on social media."





## COMMUNICATION TACTICS

### Tactic 5 : Audio Advertising on Spotify.....\$500,000

Millennials are permanently attached to their iPods and mobile devices. As a result, when it comes to listening to music and news, they are listening more to their own music libraries, podcasts, and Internet radio stations and less to traditional radio. Funds that previously had been used exclusively for radio advertising should now be reevaluated for use with Internet radio channels. One potential channel for these funds would be on the social media music network, Spotify. Why is Spotify important? Eight in ten millennials listen to Internet radio (Rosin, 2014), with nearly half of those utilizing Spotify. (Spotify Tops the Charts, 2013). Spotify gives marketers an opportunity to reach radio listeners nationwide, with a single ad purchase. This marketing channel offers St. Jude the opportunity to reach its target demographic over Internet radio and share its powerful story.

#### Key Features.

- A 30-second audio ad to play during Spotify commercial breaks describing how rewarding it is to give to St. Jude.
- A geo targeted campaign targeting the US for millennials viewers.
- A age targeted ad focusing on the target demographic of 21 to 30 year olds.
- Served during commercial ad breaks between songs in a music session
- Only completed views are billed
- Companion display unit invites further engagement
- Audio runs on desktop, web, mobile & tablet.

**Target Audience.** Millennials between the ages 21 to 30 who use Spotify.

**Reach.** Anticipated reach is approximately 25K - 50K users per day for 365 days.

**Frequency.** To be played weekly over the course of a year.

**Evaluation Plan.** To track traffic from Spotify listeners, a special URL is set up for [StJude.org/Spotify](http://StJude.org/Spotify). A simple evaluation of monthly analytics will provide a precise measurement for the PSA's ROI.

## COMMUNICATION TACTICS

### Creative Execution.

#### Spotify Commercial - 30 seconds

##### DESCRIPTION

SFX

ANNOUNCER

ANNOUNCER

ANNOUNCER

ANNOUNCER

ANNOUNCER

ANNOUNCER

ANNOUNCER

##### AUDIO

SFX: Sound of children laughing and carousel operating. (15 sec)

'More than 15,000 children in the United States are diagnosed with cancer every year.'

'2,000 will die.'

'But it's not too late for you to make a difference.'

'Give the gift of life today.'

'Save the children.'

'St. Jude Children's Research Hospital.'

'Find out more at [StJude.com/Spotify](https://www.stjude.com/spotify)



## COMMUNICATION TACTICS

### Tactic 6 : Event: Mini St. Jude Classic.....\$25,000

One of the best known and longest established annual events benefitting St. Jude Children’s Research Hospital is the FedEx St. Jude Classic PGA event. Since 1970, the tournament has yielded more that \$14 Million for St. Jude. (Quick Facts About the FedEx St. Jude Classic, n.d.). Over the course of the weeklong event, an estimated 85,000 to 100,000 fans will be in attendance. (@fesjcmemphis, 2015). Capitalizing on the event’s excitement and the thrill of competition, St Jude will build 6 identical, temporary standing, 18 hole miniature golf courses and install them throughout TPC Southwind. Over the course of the week, fans have the opportunity to play the Mini St. Jude Classic at take home the grand prize and trophy. This tactic gives guests attending the weeklong event another opportunity to give to the charity.

#### Key Features.

- \$15 per round for adults, \$10 per round for children.
- Fans may enter as many times as they like.
- Winner is awarded \$1,000 and a trophy during the FedEx St. Jude Classic Awards Ceremony.
- Each hole will be crafted by volunteer carpenters to help mitigate costs.
- The miniature golf courses can be used every year going forward and become part of the tradition of the PGA event.

**Target Audience.** Millennials between the ages 21 to 30 who attend the FedEx St. Jude Classic.

**Secondary Audience.** All other guests attending FedEx St. Jude Classic.

**Reach.** An estimated 85,000 to 100,000 fans will be in attendance. (@fesjcmemphis, 2015)

**Frequency.** Daily from June 8 through June 14.

**Evaluation Plan.** Tickets sold will be counted like page hits in web analytics. The proceeds plus additional donations will be measured in the ROI.

## COMMUNICATION TACTICS

### Tactic 7 : Mobile App: St. Jude Classic.....\$250,000

While attending the FedEx St. Jude Classic, fans will want to use an app to immerse themselves in the event. Double Clique proposes an app that will put the week's schedule of events, golf scores, map, facilities, way finder, multimedia, and social networking right at a fan's fingertips. One of the most important features is that on every screen of the app, there will be a "Give to St' Jude" button, so users may make a quick and secure donation using PayPal. The popularity of apps on mobile devices gives St. Jude a tremendous opportunity to reach new donors. By providing a free service to as many as 100,000 fans, St. Jude has the opportunity to cash in on the excitement of the event and accept donations through the app.

#### Key Features.

- Listing for the week's schedule of events
- Live golf scores
- Listing of Tee Times
- Interactive map
- Facilities locator
- Wayfinder
- Integrated social media
- "Give to St. Jude" Feature

**Target Audience.** Millennials between the ages 21 to 30 who attend the FedEx St. Jude Classic.

**Secondary Audience.** All other guests attending FedEx St. Jude Classic.

**Reach.** An estimated 85,000 to 100,000 fans will be in attendance. (@fesjcmemphis, 2015)

**Frequency.** Daily from June 8 through June 14.

**Evaluation Plan.** Apps downloaded from the Apple App Store and Google Apps Marketplace will give a precise account of how many users downloaded the app. Also donations made through the app will be identifiable and counted.



## COMMUNICATION TACTICS

### Creative Execution.



## COMMUNICATION TACTICS

### Objective 4

Increase millennial volunteers by 35% within a year.

### Tactic 1 : Social Media Volunteer Recruiting.....\$30,000

Facebook is the most popular social network for millennials. (How Millennials Use and Control Social Media, 2015), and St. Jude presently has more than 1.7 million likes on Facebook. And according to social research firm LoudDoor, St. Jude is the brand with the most loyal following on Facebook. (Wilson, 2013). With this type of loyalty, it only makes sense to recruit volunteers through Facebook messaging. While Facebook will be this tactic's primary focus, consistent messaging will be extended to less popular networks amongst St. Jude followers such as Twitter, LinkedIn and Instagram. The theme follows the #Carousel4Life campaign and focus on stories related to the need for volunteers. The organization has the opportunity to tell the organization's story and need for volunteers.

#### Key Features.

- Objectives and activities for the overall plan.
- Templates for images, videos, and social media posts for each network.
- A style guide providing hashtag, keywords, and image usage information.
- A monthly activity calendar to schedule daily posts for each network.
- Training for marketing managers, support staff, and influence champions to manage the campaign.

**Target Audience.** Millennials between the ages 21 to 30 who use social media.

**Secondary Audience.** All other users who use social media.

**Reach.** Approximately 2 Million viewers per month between social followers and content sharing.

**Frequency.** Daily content publishing is scheduled the first and third week of every month.

**Evaluation Plan.** Evaluating of web analytics for special social media landing pages. Additional social analytics measured through social aggregate application that measures social reach, clicks, shares, and content engagement.

**Internal Stakeholders Equity.** Internal Stakeholders will be asked to contribute social content.



## COMMUNICATION TACTICS

### Creative Execution.





## COMMUNICATION TACTICS

### Tactic 2 : Email List Volunteer Retention.....\$30,000

Email marketing was one of the first online tools available to marketers and is often overlooked thanks to a abundance of new, “flashier” channels available today. Overlooking email marketing, however, is an egregious error. According to Forbes, email is still the most effective digital marketing tactic. (Olenski, 2014). With years of service from volunteers and donors alike, St. Jude can take advantage of its email lists by sending messaging specifically created for millennials to millennials. The purpose of this tactic is simply volunteer retention. It is easier to recruit volunteers who already have a history of working with the organization than it is to go out and find brand new volunteers. Neglecting this valuable asset is a mistake that charities and businesses often regret. Messaging will remind these individuals how important they are to the cause, and may inspire then to renew their involvement with St. Jude.

#### **Key Features.**

- Email and art templates for creating engaging email content.
- A style guide providing email and image usage information..
- Training for marketing managers, support staff, and external influence champions to effectively manage the campaign.

**Target Audience.** Millennials between the ages 21 to 30 who previously volunteered with St. Jude.

**Secondary Audience.** All other individuals who previously volunteered with St. Jude.

**Frequency.** One email message per week, scheduled every second and fourth week of a month.


**Evaluation Plan.** Evaluating of web analytics for special email landing pages. Additional analytics measured through email marketing tools will measure message open rate link clicking, and message forwarding.




## COMMUNICATION TACTICS

### Creative Execution.

View as webpage



**ST. JUDE AMBASSADORS**



**The only thing missing is you...**

**Remember the last time you volunteered? Michael needs you now more than ever... Register today to sign up for new volunteer opportunities!**

**REGISTER NOW**

[f](#) [t](#) [i](#) [v](#)

[Update My Profile](#) [Unsubscribe](#) [Privacy Policy](#)

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## COMMUNICATION TACTICS

### Tactic 3 : YouTube Recruitment Advertising.....\$1,825,000

As millennials continue to ‘disconnect’ and move away from cable, funds that previously had been used exclusively for television advertising should now be reevaluated. One alternate use for these funds would be for use on the social media video network, YouTube. Why is YouTube important? 83 percent from millennials get their news from YouTube. (How Millennials Use and Control Social Media, 2015). To take advantage of this statistic, Double Clique proposes an aggressive YouTube advertising campaign targeting millennials across the US. St. Jude will be able to attach a YouTube video ad prior to normally selected YouTube videos. This particular tactic gives St. Jude the opportunity to reach out to millennial YouTube viewers and direct them to information explaining how volunteering can make a difference in saving the life of a child.

#### **Key Features.**

- A 15-second YouTube video ad to attach to the beginning of YouTube play queues showing how rewarding it is to volunteer with St. Jude.
- A geo targetted campaign targeting the top ten cities in the US for millennials.
- A age targetind ad focussing on the target demographic of 21 to 30 year olds.

**Target Audience.** Millennials in the United States between the ages 21 to 30 who use YouTube.

**Reach.** Anticipated reach is approximately 47K - 150K viewers per day for 365 days.

**Frequency.** To be played daily over the course of a year.

**Evaluation Plan.** Currently, only 1% of social media traffic referred to StJude.org comes from YouTube (SimplyWeb, n.d.). The video will direct viewers to StJude.org/Volunteer, where analytics will be able to track the referral site for the page. A comparison of web referral analytics for each month versus prior year results will calculate improvements in YouTube driving traffic to the St. Jude website.



## COMMUNICATION TACTICS

### Creative Execution.

#### VIDEO

CLOSEUP: Adult and Child playing together on a carousel.

FADE-IN: Text over video,  
"StJude.org/Volunteer"  
St. Jude Logo  
(5 seconds)

FADE-IN: Text over video,  
"#Carousel4Life"  
(5 seconds)

#### AUDIO

SFX: Sound of children laughing and carousel operating. (15 sec)

ANNOUNCER: "The children need you"

ANNOUNCER: "Do something meaningful for them"

ANNOUNCER: "Give them your time, because there is no greater resource."

ANNOUNCER: " Volunteer today."

ANNOUNCER: "vist StJude.org/Volunteer for details, or search for #Carousel4Life on social media."

## COMMUNICATION TACTICS

### Creative Execution.





## COMMUNICATION TACTICS

### Tactic 4 : Spotify Recruitment Advertising.....\$225,000

Millennials are permanently attached to their iPods and mobile devices. As a result, when it comes to listening to music and news, they are listening more to their own music libraries, podcasts, and Internet radio stations and less to traditional radio. Funds that previously had been used exclusively for radio advertising should now be reevaluated for use with Internet radio channels. One potential channel for these funds would be on the social media music network, Spotify. Why is Spotify important? Eight in ten millennials listen to Internet radio (Rosin, 2014), with nearly half of those utilizing Spotify. (Spotify Tops the Charts, 2013). Spotify gives marketers an opportunity to reach radio listeners nationwide, with a single ad purchase. This marketing channel offers St. Jude the opportunity to reach its target demographic over Internet radio and share its powerful story and encourage millennials to volunteer at an event or hospital.

#### **Key Features.**

- A 15-second audio ad to play during Spotify commercial breaks describing how rewarding it is to volunteer with St. Jude.
- A geo targetted campaign targeting the top ten cities in the US for millennials.
- A age targetind ad focussing on the target demographic of 21 to 30 year olds.

**Target Audience.** Millennials between the ages 21 to 30 who use the social media.

**Reach.** Anticipated reach is approximately 25K - 50K users per day for 365 days.

**Frequency.** To be played weekly over the course of a year.

**Evaluation Plan.** To track traffic from Spotify listeners, a special URL is set up for StJude.org/Spotify. A simple evaluation of monthly analytics will provide a precise measurement for the PSA's ROI.

## COMMUNICATION TACTICS

### Creative Execution.

#### Spotify Commercial - 15 seconds

##### DESCRIPTION

SFX

##### AUDIO

Sound of children laughing and carousel operating. (15 sec)

ANNOUNCER

“The children need you.”

ANNOUNCER

“Do something meaningful for them”

ANNOUNCER

“Give them your time, because there is no greater resource.”

ANNOUNCER

“ Volunteer today.”

ANNOUNCER

“Find out more at [StJude.org/Spotify](https://www.stjude.org/Spotify), or search for #Carousel4Life on social media.”



## COMMUNICATION TACTICS

### Tactic 5 : Facebook Recruitment Advertising.....\$7,500

An advertising campaign for Facebook targeting millennials will run for the 365 period of the proposed marketing campaign. For a cost of \$20 per day, the ad will only target individuals within the target demographic. The ad will link directly to <http://StJude.org/Volunteer> so that interested parties may sign up for volunteer opportunities with a single click. The ads will provide a channel for St. Jude to use imagery to describe the importance of volunteers and show what difference they can make in a child's life. St. Jude is more than just treating sick children, there is an entire recovery and mental healing process beyond the biology of diseases. Volunteers are an instrumental part of that process.

#### Key Features

- Improved results in organic page ranking.
- Improved internal search for site users.
- Improved content structure for reader comprehension and conversions.
- Properly structured HTML so that page keywords and purpose are ranked appropriately.
- Inclusion of long-tail keywords to improve page rank for relevant phrases that users search for.

**Target Audience.** Millennials between the ages 21 to 30 who use Facebook.

**Reach.** Approximately 20 - 79 likes per day.

**Frequency.** Daily advertising for the 1 year time span of the campaign.

**Evaluation Plan.** Reach and clicks will be measured through Facebook Analytics. One on the St. Jude website, we will track through analytics the number of bounces versus the total ad clicks. The number of submitted forms and volunteer opportunity page views will be tracked.



## COMMUNICATION TACTICS

### Creative Execution.

Suggested Page

 **St. Jude Children's Research Hospital**  
Sponsored

View our volunteer opportunities to make a difference in a child's life!



**St. Jude Children's Research Hospital**  
Hospital · Medical Research  
1.7M people like this.



Suggested Page

 **Double Clique Media**  
Sponsored

View our volunteer opportunities to make a difference in a child's life!



**St. Jude Children's Research Hospital**  
Hospital · Medical Research  
1.7M people like this.





**St. Jude Children's Research Hospital**  
View our volunteer opportunities to make a difference in a child's life!





## COMMUNICATION TACTICS

### Tactic 6 : VolunteerMatch Recruiting.....\$75

VolunteerMatch is the #1 nonprofit volunteer recruiting website with more that 90,000 nonprofit agencies actively seeking new volunteers. (Why Join VolunteerMatch?, n.d.). VolunteerMatch links up the volunteers with ideal charity matches. Potential Volunteers are able to search and apply for postings based upon their individual skills and career goals. Ads and opportunities will be posted across social media referring users to VolunteerMatch for opportunities.

#### Key Features

- Unsolicited volunteers seeking charities are serious about volunteering.
- The largest volunteer matching site on the Internet provides greater potential traffic towards St. Jude volunteer openings.
- Postings can be for nationwide, remote, or geo-specific locations, which enables St. Jude and its partners to find ideal matches.
- Increased visibility online.
- Easy-to-use volunteer recruitment tools.
- Convenient account access.
- Opportunities are treated like job postings, seeking specific skillsets,. This allows readers to find an opening that is a perfect fit for them.

**Target Audience.** Millennials between the ages 21 to 30 seeking volunteer opportunities.

**Secondary Audience.** All other individuals seeking volunteer opportunities.

**Reach.** Approximately 2 Million viewers per month between social followers , content sharing, and VolunteerMatch browsing.

**Frequency.** Ads will be posted weekly as opportunities come available.

**Evaluation Plan.** VolunteerMatch will provide the number of views an opportunity has had with the number of applicants. Additional social analytics measured through social aggregate application that measures social reach, clicks, shares, and content engagement.

## COMMUNICATION TACTICS

### Objective 5

Increase awareness in high-millennial areas by 50%

### Tactic 1 : #Carousel4Life Bus Stops.....\$3 Million

The goal of this tactic is to expand the #Carousel4Life campaign beyond social media. This tactic will take the virtual carousel and bring it to life by setting up ‘carousel seating’ at bus stops with complementary poster art. This tactic will be executed in areas highly populated by millennials and located within the top ten cities for millennial density in the US. With public transit being very popular for millennials, this ad campaign takes the #Carousel4Life message directly to them. This campaign will be implemented in the following cities: Austin, Salt Lake City, San Diego, Los Angeles, Denver, Washington DC, Houston, Las Vegas, San Francisco, and Dallas-Ft. Worth.

#### Key Features.

- Interactive, 4D marketing seating at bus stops.
- Complementary marketing posters at bus stop.
- 25 bus stops in college and millennial heavily populated areas in each of the 10 selected cities.

**Target Audience.** Millennials between the ages 21 to 30 living within the top ten cities for millennial density in the US who utilize public transit.

**Secondary Audience.** Everyone else living within the top ten cities for millennial density in the US who utilize public transit.

**Reach.** 9k to 17k impressions per bus stop, per day. With each of the ten cities having 25 bus stop executions, the total reach comes to 2,250,000 to 4,250,000 impressions per day. (Bus Shelter Advertising, n.d.).

**Frequency.** Seating and art will be available daily for 1 year, during the duration of the campaign.

**Evaluation Plan.** Before beginning the campaign in these cities, St. Jude will use a call center to interview millennials about prior knowledge about the St. Jude brand. After the campaign is completed, a second round of phone calls will be held to record millennial knowledge concerning St. Jude.



## COMMUNICATION TACTICS

### Creative Execution.



## COMMUNICATION TACTICS

### Tactic 2 : #Carousel4Life Bus Art.....\$3.6 Million

The goal of this tactic is to expand the #Carousel4Life campaign beyond social media. This tactic will take the visuals of the #Carousel4Life campaign and place it over buses whose routes are in areas highly populated by millennials and located within the top ten cities for millennial density in the US. With public transit being very popular for millennials, setting up ad campaigns to utilize the medium takes the #Carousel4Life message directly to millennials. Bus art is a highly visible execution along the routes in which the bus travels. This campaign will be implemented in the following cities: Austin, Salt Lake City, San Diego, Los Angeles, Denver, Washington DC, Houston, Las Vegas, San Francisco, and Dallas-Ft. Worth.

#### **Key Features.**

- Art wrap that covers the majority of the bus, displaying key elements of the #Carousel4Life campaign.
- Each of the ten cities will have ten buses wrapped with #Carousel4Life art.

**Target Audience.** Millennials between the ages 21 to 30 living within the top ten cities for millennial density in the US who utilize public transit.

**Secondary Audience.** Everyone else living within the top ten cities for millennial density in the US who utilize public transit.

**Reach.** 15,000 to 23,000 impressions, per bus, per day for total reach of 1,500,000 to 2,300,000 impressions per day. (Bus Exterior Advertising, n.d.).

**Frequency.** Bus art will be available daily for 1 year, during the duration of the campaign.

**Evaluation Plan.** Before beginning the campaign in these cities, St. Jude will use a call center to interview millennials about prior knowledge about the St. Jude brand. After the campaign is completed, a second round of phone calls will be held to record millennial knowledge concerning St. Jude.



## COMMUNICATION TACTICS

### Creative Execution.



## COMMUNICATION TACTICS

### Tactic 3 : #Carousel4Life Horse Bike Taxis.....\$75,000

The goal of this tactic is to expand the #Carousel4Life campaign beyond social media. This tactic will bring the #Carousel4Life campaign to life through the creation of Carousel bike taxis. These taxis will look like miniature carousels, fitted with bicycles that look like carousel horses. The bike taxis will be placed in downtown, campus, and tourist traffic areas where visitors often travel by foot. With public transit being very popular for millennials, setting up ad campaigns to utilize the medium takes the #Carousel4Life message directly to millennials. This campaign will be implemented in the following cities: Austin, Salt Lake City, San Diego, Los Angeles, Denver, Washington DC, Houston, Las Vegas, San Francisco, and Dallas-Ft. Worth.

#### **Key Features.**

- Bike taxis will be specially created to look resemble elements of an actual carousel.
- Bike taxi drivers will be equipped with a mobile device to accept donations.
- Signs in side the carriage will tell the story of why the taxis were created and how people can give to St. Jude.

**Target Audience.** Millennials between the ages 21 to 30 living within the top ten cities for millennial density in the US who utilize public transit.

**Secondary Audience.** Everyone else living within the top ten cities for millennial density in the US who utilize public transit.

**Frequency.** Taxis will be available every Thursday through Sunday evening in the specified cities.

**Evaluation Plan.** Before beginning the campaign in these cities, St. Jude will use a call center to interview millennials about prior knowledge about the St. Jude brand. After the campaign is completed, a second round of phone calls will be held to record millennial knowledge concerning St. Jude.



## COMMUNICATION TACTICS

### Creative Execution.



**(Concept)**



## COMMUNICATION TACTICS

### Objective 6

Generate 350,000 Social Interactions Using the Hashtag #Carousel4Life

#### Tactic 1: Twitter Photo Contest #Carousel4Life.....\$75,000

**Description.** As part of an initiative to drive up social media engagement, St. Jude will sponsor a Twitter photo contest using the hashtag #Carousel4Life. The contest will ask users take photos of what the #Carousel4Life campaign means to them while illustrating how helpful St. Jude is for families and patients. A custom app will be created that uses the Twitter API to manage entries. The app will let users enter their post, upload their image, and tag their friends all from a single page. It also gives St. Jude the opportunity to track the number of users who enter. The winner of the contest will receive an all-expense paid vacation for 5 days and 4 nights to Walt Disney World Florida. At the Magic Kingdom, the winners will have the opportunity to ride their own carousel.

#### Key Features.

- Contestants must tweet to @StJude and include the Hashtag #Carousel4Life
- Photos may be embedded in the contestants' social media post.
- Up to ten extra entries can be generated for each unique friend tagged in the post.
- Only one entry allowed per day, open only to U.S. Residents.
- Users required to follow the Twitter page.

**Target Audience.** Millennials between the ages 21 to 30 who use Twitter.

**Secondary Audience.** All other individuals who use Twitter.

**Reach.** Approximately 2 Million viewers per month between social followers and content sharing.

**Frequency.** Daily content will be published between Thanksgiving and News Years Day.

**Evaluation Plan.** Evaluating of web analytics for special social media landing pages. Additional social analytics measured through social aggregate application that measures social reach, clicks, shares, and content engagement. Also measuring the number of entry page views vs. the number of entries.

## COMMUNICATION TACTICS

### Tactic 2: Facebook Photo Contest #Carousel4Life.....\$75,000

**Description.** As part of an initiative to drive up social media engagement, St. Jude will sponsor a Facebook photo contest using the hashtag #Carousel4Life. The contest will ask users take photos of what the #Carousel4Life campaign means to them while illustrating how helpful St. Jude is for families and patients. A custom app will be created that uses the Facebook API to manage entries. The app will let users enter their post, upload their image, and tag their friends all from a single page. It also gives St. Jude the opportunity to track the number of users who enter. The winner of the contest will receive an all-expense paid vacation for 5 days and 4 nights to Walt Disney World Florida. At the Magic Kingdom, the winners will have the opportunity to ride their own carousel.

#### **Key Features.**

- Contestants must tweet to @StJude and include the Hashtag #Carousel4Life
- Photos may be embedded in the contestants' social media post.
- Up to ten extra entries can be generated for each unique friend tagged in the post.
- Only one entry allowed per day, open only to U.S. Residents.
- Users required to follow the Facebook page.

**Target Audience.** Millennials between the ages 21 to 30 who use Facebook.

**Secondary Audience.** All other individuals who use Facebook.

**Reach.** Approximately 2 Million viewers per month between social followers and content sharing.

**Frequency.** Daily content will be published between Thanksgiving and News Years Day.

**Evaluation Plan.** Evaluating of web analytics for special social media landing pages. Additional social analytics measured through social aggregate application that measures social reach, clicks, shares, and content engagement. Also measuring the number of entry page views vs. the number of entries.

## COMMUNICATION TACTICS

### Tactic 3: Instagram Photo Contest #Carousel4Life.....\$75,000

**Description.** As part of an initiative to drive up social media engagement, St. Jude will sponsor a Instagram photo contest using the hashtag #Carousel4Life. The contest will ask users take photos of what the #Carousel4Life campaign means to them while illustrating how helpful St. Jude is for families and patients. A custom app will be created that uses the Instagram API to manage entries. The app will let users enter their post, upload their image, and tag their friends all from a single page. It also gives St. Jude the opportunity to track the number of users who enter. The winner of the contest will receive an all-expense paid vacation for 5 days and 4 nights to Walt Disney World Florida. At the Magic Kingdom, the winners will have the opportunity to ride their own carousel.

#### Key Features.

- Contestants must tweet to @StJude and include the Hashtag #Carousel4Life
- Photos may be embedded in the contestants' social media post.
- Up to ten extra entries can be generated for each unique friend tagged in the post.
- Only one entry allowed per day, open only to U.S. Residents.
- Users required to follow the Instagram page.

**Target Audience.** Millennials between the ages 21 to 30 who use Instagram.

**Secondary Audience.** All other individuals who use Instagram.

**Reach.** Approximately 2 Million viewers per month between social followers and content sharing.

**Frequency.** Daily content will be published between Thanksgiving and News Years Day.

**Evaluation Plan.** Evaluating of web analytics for special social media landing pages. Additional social analytics measured through social aggregate application that measures social reach, clicks, shares, and content engagement. Also measuring the number of entry page views vs. the number of entries.

## COMMUNICATION TACTICS

### Objective 7

Generate 50 quarterly submissions for the quarterly 'Above and Beyond' award.

#### Tactic 1: Solicit Nominations from Email Marketing.....\$0

**Description.** St. Jude's 'Above and Beyond' award is a special award given to current employees of St. Jude that go beyond their job description to best exemplify what the organization's mission and #Carousel4Life campaign are all about. The award is based upon nomination from peers. A special site will be created on the employee intranet to publicize the contest, discuss rules, and to share the stories of the winners. For this tactic, a special internal marketing email will be sent to employees on a bimonthly basis to encourage employees to submit nominations. Winners will be announced quarterly.

#### Key Features.

- Winner receives \$500, and special recognition in email, newsletters, and on the web.
- Nominees are based solely on peer nomination.
- A webpage will be created on the corporate intranet to allow for anonymous submissions.
- Email will direct users directly to a special contest short URL for tracking traffic separate from other entry points.
- The person who submitted the winning nomination will be awarded a \$50 gift card.

**Target Audience.** St. Jude employees.

**Reach.** St. Jude has more than 3,600 employees who will be contacted directly via email to promote the campaign. (Memphis Magazine, 2014).

**Frequency.** Emails asking for nominees will be sent on the second and fourth week of every month. Winners will be announced quarterly.

**Evaluation Plan.** Evaluating of internal web analytics to study the number of entry page views vs. completed nomination submissions. Also analytics will measure the number of page views for the Above and Beyond award site.

**Internal Stakeholders Equity.** Internal Stakeholders will be asked to make nominations, be the feature story, and have an opportunity to win cash prizes.

## COMMUNICATION TACTICS

### Solicit Nominations from Posters.....\$1,000

**Description.** St. Jude’s “Above and Beyond” award is a special award given to current employees of St. Jude that go beyond their job description to best exemplify what the organization’s mission and #Carousel4Life campaign. The award is based upon nomination from peers. A special site will be created on the employee intranet to publicize the contest, discuss rules, and to share the stories of the winners. For this tactic, a special internal posters will be printed and hung up in break rooms, by restrooms, by points of entry/exit in the building, and common areas. The hope is that compelling posters will make users interested in participating. Winners will be announced quarterly.

#### Key Features.

- Winner receives \$500, and special recognition in email, newsletters, and on the web.
- Nominees are based solely on peer nomination.
- A webpage will be created on the corporate intranet to allow for anonymous submissions.
- Poster readers will be directed to visit the contest’s intranet site.
- To encourage nominations, the person who submitted the winning nomination will be awarded a \$50 gift card.
- Posters strategically placed in high traffic areas for optimal reading

**Target Audience.** St. Jude employees.

**Reach.** St. Jude has more than 3,600 employees who will be contacted directly via email to promote the campaign. (Memphis Magazine, 2014).

**Frequency.** Posters are visible daily.

**Evaluation Plan.** Evaluating of internal web analytics to study the number of entry page views vs. completed nomination submissions. Also analytics will measure the number of page views for the Above and Beyond award site.

**Internal Stakeholders Equity.** Internal Stakeholders will be asked to make nominations, be the feature story, and have an opportunity to win cash prizes.

## COMMUNICATION TACTICS

### Objective 8

Generate 500 monthly views on the Employee Spotlight monthly feature.

### Tactic 1: Solicit Views from Email Marketing.....\$0

**Description.** St. Jude’s ‘Employee Spotlight’ is way of sharing the unique stories of St. Jude employees. Many have unique backgrounds or special talents that will be shared with their peers through a video series. The monthly video will be approximately 3 minutes long and provide an opportunity to share a fun, lighthearted story of one of your coworkers when often times work can be very difficult. The positive story and lighthearted nature of the videos exemplify what the #Carousel4Life campaign is all about. While the work at St. Jude is very serious, there are always examples of positive stories, and that should be shared to keep morale high. For this tactic, a special internal marketing email will be sent to employees on a bimonthly basis to encourage participation. A new employee spotlight will be created and published monthly.

#### Key Features.

- Videos will be approximately 3 minutes long.
- Each video will discuss the unique story of an employee using a lighthearted tone.
- Videos will be produced monthly.

**Target Audience.** St. Jude employees.

**Reach.** St. Jude has more than 3,600 employees who will be contacted directly via email to promote the campaign. (Memphis Magazine, 2014).

**Frequency.** Emails asking for nominees will be sent on the first and third week of every month. Winners will be announced quarterly.

**Evaluation Plan.** Evaluating of internal web analytics to study the number of entry page views vs. completed nomination submissions. Also analytics will measure the number of page views for the Above and Beyond award site.

**Internal Stakeholders Equity.** Internal Stakeholders will be the feature story.

## COMMUNICATION TACTICS

### Solicit Views from Posters.....\$1,000

**Description.** St. Jude’s ‘Employee Spotlight’ is way of sharing the unique stories of St. Jude employees. Many have unique backgrounds or special talents that will be shared with their peers through a video series. The monthly video will be approximately 3 minutes long and provide an opportunity to share a fun, lighthearted story of one of your coworkers when often times work can be very difficult. The positive story and lighthearted nature of the videos exemplify what the #Carousel4Life campaign is all about. While the work at St. Jude is very serious, there are always examples of positive stories, and that should be shared to keep morale high. For this tactic, a special internal posters will printed and hung up in break rooms, by restrooms, by points of entry/exit in the building, and common areas. The hope is that compelling posters will make users interested in participating. A new employee spotlight will be created and published monthly.

#### **Key Features.**

- Videos will be approximately 3 minutes long.
- Each video will discuss the unique story of an employee using a lighthearted tone.
- Videos will be produced monthly.
- Posters strategically placed in high traffic areas for optimal reading

**Target Audience.** St. Jude employees.

**Reach.** St. Jude has more than 3,600 employees who will be contacted directly via email to promote the campaign. (Memphis Magazine, 2014).

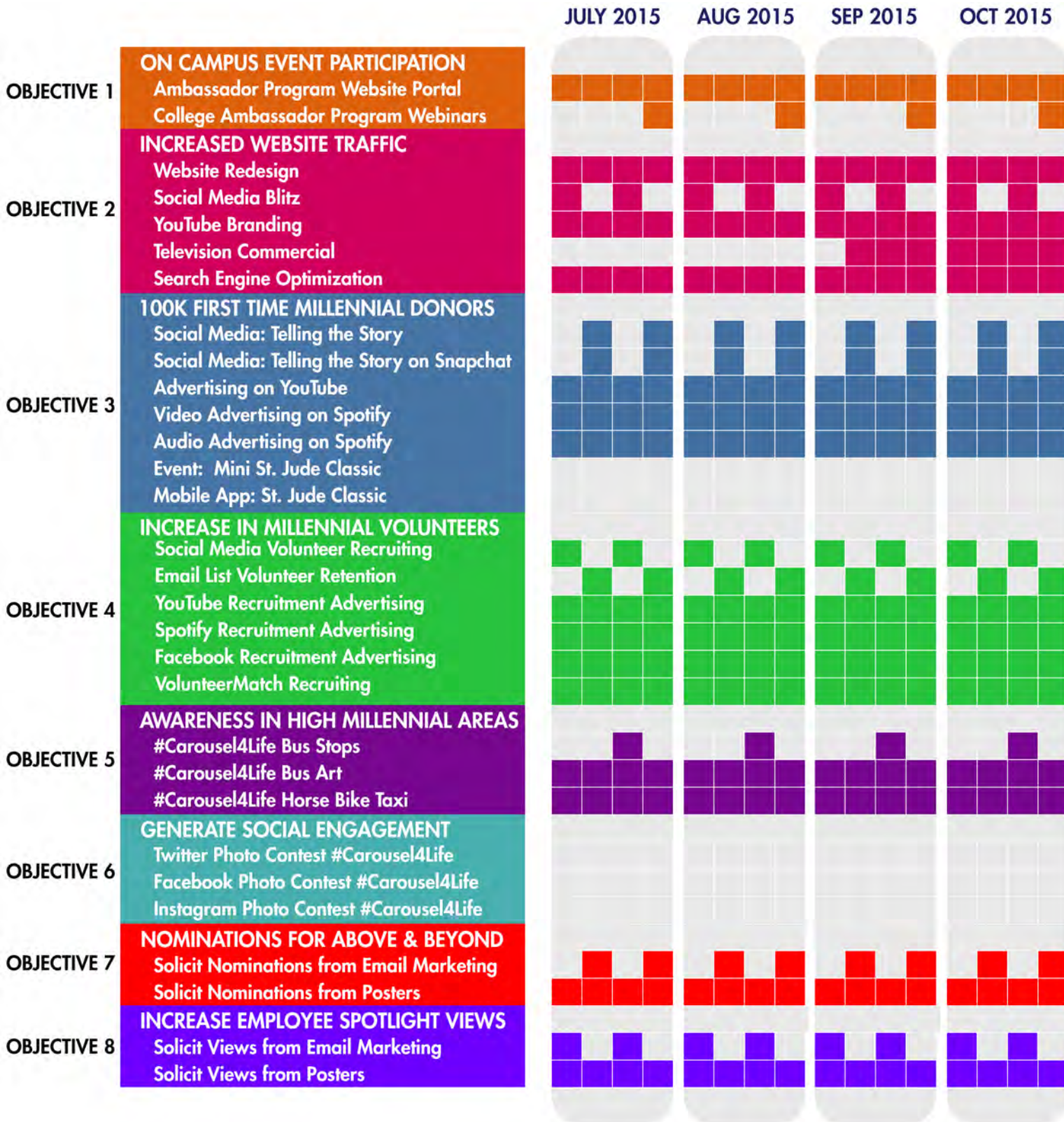
**Frequency.** Posters are visible daily.

**Evaluation Plan.** Evaluating of internal web analytics to study the number of entry page views vs. completed nomination submissions. Also analytics will measure the number of page views for the Above and Beyond award site.

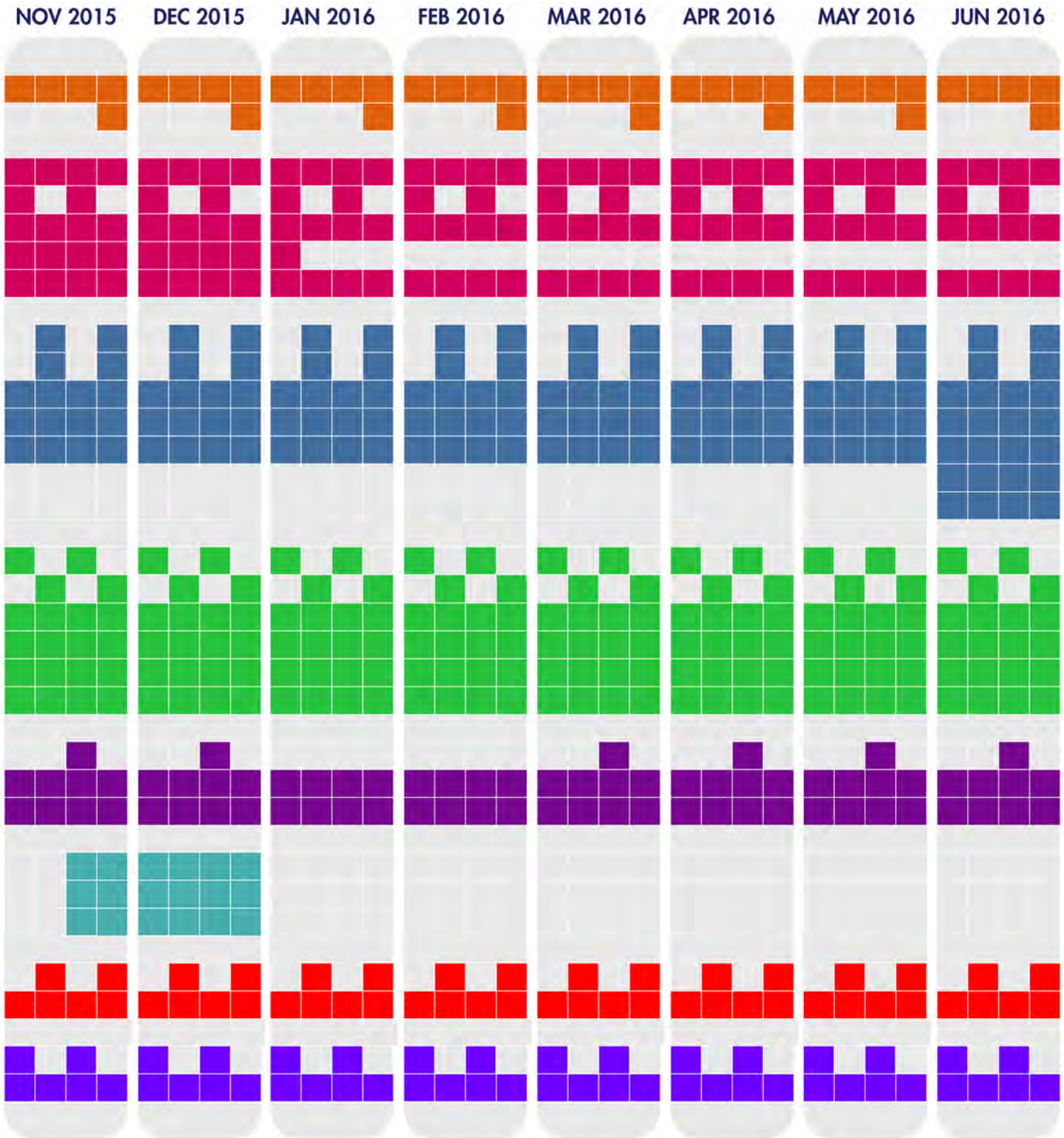
**Internal Stakeholders Equity.** Internal Stakeholders will be the feature story.



## IMC FLOW CHART









## BUDGET ALLOCATION

### Detailed Pricing.

**Objective 1:** Increase participation in college campus events by 25% within a year.

<b>Tactic 1:</b> Ambassador Program Website Portal.....	\$ 500,000
<b>Tactic 2:</b> College Ambassador Program Webinars.....	\$ 25,000
<b>Objective Total:</b> .....	<b>\$ 525,000</b>

**Objective 2:** Increase monthly website traffic for both repeat and new visitors by 35% within a year.

<b>Tactic 1:</b> Website Redesign.....	\$ 500,000
<b>Tactic 2:</b> Social Media Blitz.....	\$ 35,000
<b>Tactic 3:</b> YouTube Branding.....	\$ 5,000
<b>Tactic 4:</b> Television Commercial.....	\$1,000,000
<b>Tactic 5:</b> Search Engine Optimization.....	\$ 250,000
<b>Objective Total:</b> .....	<b>\$1,790,000</b>

**Objective 3:** Using Social Media, recruit 100,000 first-time millennial donors within a year.

<b>Tactic 1:</b> Social Media: Telling the Story.....	\$ 125,000
<b>Tactic 2:</b> Social Media: Telling the Story on Snapchat.....	\$ 50,000
<b>Tactic 3:</b> Advertising on YouTube.....	\$1,825,000
<b>Tactic 4:</b> Video Advertising on Spotify.....	\$ 200,000
<b>Tactic 5:</b> Audio Advertising on Spotify.....	\$ 100,000
<b>Tactic 6:</b> Event: Mini St. Jude Classic.....	\$ 25,000
<b>Tactic 7:</b> Mobile App: St. Jude Classic.....	\$ 250,000
<b>Objective Total:</b> .....	<b>\$2,575,000</b>

**Objective 4:** Increase millennial volunteers by 35% within a year.

<b>Tactic 1:</b> Social Media Volunteer Recruiting.....	\$ 30,000
<b>Tactic 2:</b> Email List Volunteer Retention.....	\$ 30,000
<b>Tactic 3:</b> YouTube Recruitment Advertising.....	\$1,825,000
<b>Tactic 4:</b> Spotify Recruitment Advertising.....	\$ 100,000
<b>Tactic 5:</b> Facebook Recruitment Advertising.....	\$ 7,500
<b>Tactic 6:</b> VolunteerMatch Recruiting.....	\$ 75
<b>Objective Total:</b> .....	<b>\$1,992,575</b>

## BUDGET ALLOCATION

**Objective 5:** Increase awareness in high-millennial areas by 50%.

<b>Tactic 1:</b> #Carousel4Life Bus Stops.....	\$3,000,000
<b>Tactic 2:</b> #Carousel4Life Bus Art.....	\$3,600,000
<b>Tactic 3:</b> #Carousel4Life Horse Bike Taxis.....	\$ 75,000
<b>Objective Total:</b> .....	<b>\$6,675,000</b>

**Objective 6:** Generate 350,000 Social Interactions Using the Hashtag #Carousel4Life.

<b>Tactic 1:</b> Twitter Photo Contest #Carousel4Life.....	\$ 75,000
<b>Tactic 2:</b> Facebook Photo Contest #Carousel4Life.....	\$ 75,000
<b>Tactic 3:</b> Instagram Photo Contest #Carousel4Life.....	\$ 75,000
<b>Objective Total:</b> .....	<b>\$ 225,000</b>

**Objective 7:** Generate 50 quarterly submissions for the quarterly "Above and Beyond" award.

<b>Tactic 1:</b> Solicit Nominations from Email Marketing.....	\$ 0
<b>Tactic 2:</b> Solicit Nominations from Posters.....	\$ 1,000
<b>Objective Total:</b> .....	<b>\$ 1,000</b>

**Objective 8:** Generate 500 monthly views on the Employee Spotlight monthly feature.

<b>Tactic 1:</b> Solicit Views from Email Marketing.....	\$ 0
<b>Tactic 2:</b> Solicit Views from Posters.....	\$ 1,000
<b>Objective Total:</b> .....	<b>\$ 1,000</b>

**Project Total:**.....**\$13,784,575**



**CONCLUSION**

## CONCLUSION

St. Jude Children's Research Hospital is undeniably one of the most powerful names in pediatric medicine. St. Jude is recognized globally by people of all ages. However, success in acquiring volunteers and donors from 21 to 30 years old has eluded them. While the name is universally recognized, younger generations have had a difficult time differentiating St. Jude from other children's charities. Likewise millennials are often are unaware of the organization's mission, its position on social responsibility, and medical advancements in defeating cancer brought forth by St. Jude research. Thought of only as a children's hospital, St. Jude has a great opportunity to reinvent itself with younger generations. With an organized and aggressive IMC campaign, St. Jude can build better brand recognition and empathy from its target audience.

With the evolution of the Internet and social media, companies today have less control over their brand than in years past. In the days of Mad Men, traditional media alone would be enough to firmly place your brand in the spotlight and keep the brand message as intended. But today brands must embrace conversation and engagement on social media in addition to having a strong traditional media presence. As brand engagement and following improves, often times brands are able to create brand champions. Millennials are far more trusting of friends than marketers, therefore building relationships is just as important as traditional marketing.

Double Clique Media has assembled a set of deliverables in this proposal to empower St. Jude to connect with and build relationships with its target demographic. St. Jude must re-invent its messaging like it is speaking to the world for the first time. Previous decades of marketing messaging have not been noticed by millennials. Through embracing technology and modern IMC methodology, St. Jude will be able to extend its message to address this missing demographic.

Each objective, tactic, and touch point was created to shape an emotional bond between St. Jude and millennials. From the warm mission, urgent message, and thoroughness of tools and training provided to ambassadors; St. Jude is marketing itself as the premier organization in its class. The mission is critical, the need is substantial, and the organization is invaluable. Using this IMC campaign, St. Jude will meld its message, mission, and core values into the social behaviors of millennials.

This proposal provides a path for St. Jude to follow to effectively reach 21 to 30 year olds. Every objective and every tactic, from basic to complex, is measurable and attainable. By becoming lifelong partners with millennials, St. Jude will be able to extend its mission for another generation; advance cures, and means of prevention, for pediatric catastrophic diseases through research and treatment. No child is denied treatment based on race, religion or a family's ability to pay.

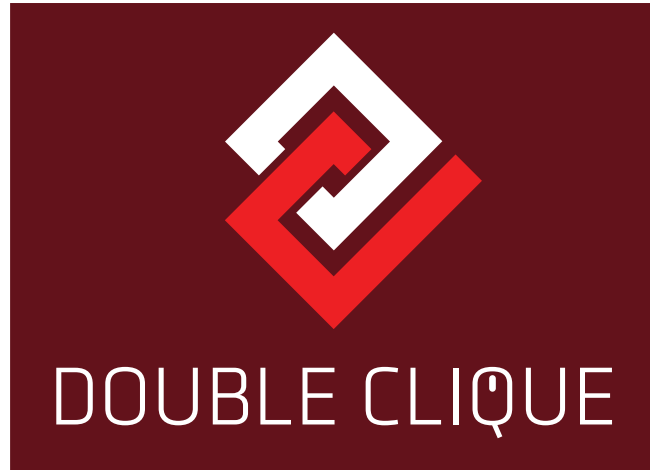


# APPENDICES

APPENDIX A: AGENCY LOGO



DOUBLE CLIQUE

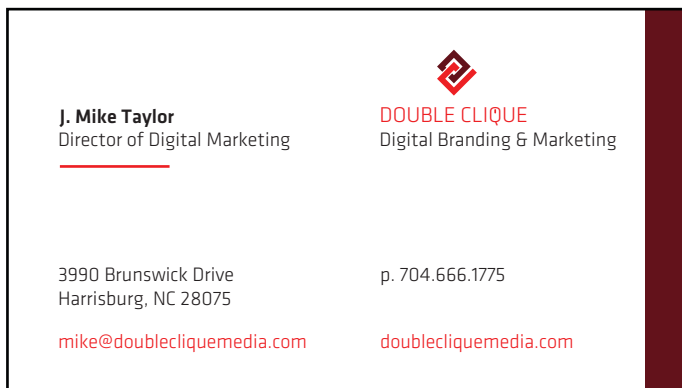


DOUBLE CLIQUE

DOUBLE CLIQUE



## APPENDIX B: BUSINESS CARDS







## APPENDIX C: AGENCY LETTERHEAD

### Header Text

Paragraph Text

## APPENDIX D: MODERATOR'S GUIDE

### 1. OBJECTIVE

A focus group was held in order to better understand how the St. Jude Children's Research Hospital brand overlaps with the perceptions and expectations of millennials. The focus group opened with a lead-in survey to get a better understanding of the participants' prior knowledge of St. Jude before beginning the open floor discussions. Nine questions about the current St. Jude brand were posed to the participants in order to gain a clear understanding of what makes the brand work (or not work) for them.

At the end of the question and answer session, I proposed my early marketing theme based loosely around the Rodgers and Hammerstein musical, Carousel.

### 2. INTRODUCTION

'Good afternoon everyone. Thank you for joining me today after a long day of work. I appreciate each of you completing your survey earlier today. It helped me better understand what prior knowledge each of you had in regards to today's discussion topic. I know most of you are probably tired so I promise not to take up too much of your time.'

'As you may or may not know, I am a web designer and brander with more than 15 years of experience of creating digital marketing messaging. Amongst other things, I have design custom websites for companies and assist with their social media presence.'

'My client today is St. Jude Children's Research Hospital. We are here to discuss the ins and outs of their brand, how it interacts with you, and gather feedback on a potential campaign theme. I want to hear all the pros and cons, the good ideas and the bad. Let me know what it will take for you, a millennial, to put St. Jude at the top of your charitable giving list.'

### 3. LOCATION

Freedom Conference Room, Valerie C. Woodard Center, Mecklenburg County Government.

### 4. MODERATOR

J. Mike Taylor

### 5. PARTICIPANTS

This focus group consisted of a total of ten participants:

Seven male and three female

Eight in the 21-to-30 year old age group, The remaining two participants were both 31 years old.

## APPENDIX D: MODERATOR'S GUIDE

### 6. DURATION

60 minutes

### 7. RULES

Do your best to not interrupt others as they speak.

There are no wrong answers or bad ideas.

Try to stay on topic.

Try to answer in complete thoughts that open further discussion.

Have fun!

### 8. TOPICS OF DISCUSSION

St. Jude Children's Research Hospital

Thoughts on Charitable Giving and Volunteering

The St. Jude Mission

The Thomas Family

The Logo and Brand

St. Jude's Online Presence

Open Floor

### 9. QUESTIONS

A. Have You heard of St. Jude Children's Research Hospital?

Follow-up: What can you tell me about it?

B. Have you ever seen any St. Jude ads or marketing campaigns?

Follow-up: Can you identify specifics?

C. Do any of you presently donate time or money to charities?

D. What about an organization encourages you to give your time or money to it?

Follow-up: Would you feel comfortable donating to St. Jude?



## APPENDIX D: MODERATOR'S GUIDE

E. Here is the St. Jude Mission Statement:

'The mission of St. Jude Children's Research Hospital is to advance cures, and means of prevention, for pediatric catastrophic diseases through research and treatment. Consistent with the vision of our founder Danny Thomas, no child is denied treatment based on race, religion or a family's ability to pay.'

Did you know St. Jude provided medical free of charge to children?

Follow-up: Please share your thoughts on this mission.

F. Do you know who Danny Thomas is?

G. Do you know who Marlo Thomas is?

H. Have you heard of the American Lebanese Syrian Associated Charities (ALSAC)?

I. What do you think about the St. Jude logo?

Follow-up: Do you think it is appropriate for the brand?

Follow-up: Does it speak to you?

J. What do you think about St. Jude's online presence?

K. (Explain marketing concept theme "Carousel" for discussion) I would now like to open the floor for discussion.

### 10. CONCLUSION

'Ok, that concludes our discussion. I would like to thank everyone for coming today. It means a lot to me that you were willing to take time from your busy schedule and spend it with me. I think our discussions were a success and I have a lot of great information to take back to St. Jude. I appreciate your candid and open comments as well as your respect for one another. Your feedback is invaluable. Have a great evening everyone.'

## APPENDIX E: FOCUS GROUP FINDINGS

Question A: All participants were familiar with the name ‘St. Jude Children’s Research Hospital.’ All were able to deduce that the hospital helped children in dire need of medical attention. Only four of the ten participants were certain that the hospital was a notable cancer research and treatment center.

Question B: Knowledge of specific marketing campaigns was very limited. Once user mentioned return address labels, another discussed a marathon, and then one user specifically discussed Danny and Marlo Thomas. That same user discussed how they use children in their ads to tell a sentimental story to pull on heartstrings. The other seven participants were certain they have seen something but could not place it.

Question C: All ten participants said that they currently give money to charities or have done so in the past. All but one participant has volunteered for a charity with one currently in an active role. None of the participants have ever given to St. Jude.

Question D: All participants said that in order to give, the charity has to represent something they believe in. Several participants then said the organization but be recognizable and trusted. There are too many charity scams out there today as well as organizations that do not use funds properly. It was unanimous that all of the participants would support a cause like St. Jude’s mission, however 3 of the participants wanted to see more transparency in their finances.

Questions E, F, G, & H: Only two participants were familiar with Danny and Marlo Thomas, and none had heard of ALSAC. One participant asked why they did not use celebrity spokespersons instead and then I showed them a webpage with a list. Everyone was in agreement that using Spokespersons was a good idea, however none could agree upon a single celebrity that would ‘speak’ to them.

Question I: Only one person recognized the logo as belonging to St. Jude. Ironically this individual is a graphic designer who provides logo design services. It was a consensus that the logo looked dated and busy. The small text was unnecessary and difficult to read. Also the small text distracted from the brand goals and mission. When the same graphic designer brought up the need for a logo revitalization, everyone was in agreement. The logo just did not excite them to want to know more about the organization. They would want to give if they felt like St. Jude was speaking to them.

Question J: There was lots of positive feedback for the organizations social media presence. One person pointed out that it seemed like the Facebook page was not very responsive to comments, but all agreed that the overall message was great. The photos and videos really told the story of the organization. The



## APPENDIX E: FOCUS GROUP FINDINGS

website, on the other hand, got very bad reviews. It was poorly laid out and difficult to find information. "It looks old." One participant was very upset that the experience on her phone was completely different and lacking content from the desktop version.

Question H. When the floor was open for discussion, the conversation really went back to trust. It seems this group really wants to trust an organization and share the same passions before donating. Several of the participants did not want to waste their hard earned money and wanted to give to causes that really need the help and use the money ethically. It is my opinion that they want to feel like they are making a difference and really yearn for a personal connection with the charity and its patients. People were genuinely concerned for families and how alone they must feel during their time of need.

The group's general consensus seemed to lead in well to the proposed concept of "Carousel" and the song "You Will Never Walk Alone." Conceptually the theme seemed to align with the importance of family to St. Jude, with a theme for children. The title and lyrics of the song reinforce the St. Jude mission as well as the psychological needs of the focus group. The theme of a carousel is symbolic of life itself, while also sharing the ideas of fun and laughter. Opportunities with this theme could lead to some very fun partnerships and fundraising campaigns.

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**THANK YOU FOR YOUR CONSIDERATION**

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