
MEASUREMENT: EVALUATING YOUR MARKETING

An important component of marketing is measurement, which can reflect the progress of your marketing plan. Ideally, program measurement should occur throughout your marketing to allow for adjustments to your strategy. What were the results of your direct mail? Are you attracting new volunteers, different elected leaders, or more funders? Do more people recognize the name of your organization?

Analyzing and understanding the quality of your marketing strategies requires balancing two different types of information:

- Quantitative measurement
- Qualitative measurement

Quantitative measurement describes activities in a very specific, numerical quantity. It can be a percentage or a total number. For example a quantitative measurement could be:

- The number of hits to a website
- The total responses to a direct mail campaign
- The percentage increase in volunteers from a specific county

However, a quantitative measurement by itself can be extremely misleading in terms of overall impact or meeting your marketing objectives. Therefore, an evaluation of your marketing should also include qualitative measurement.

Qualitative measurement describes more subjective changes or project impact by degree. For example, the differences between quantitative and qualitative measurement would look like this:

- Quantitative: The number of hits to a website
- Qualitative: The visitors to the website included elected leaders, volunteers, and homeowners

- Quantitative: The total responses to a direct mail campaign
- Qualitative: The direct mail campaign increased your media recognition.

- Quantitative: The percentage increase in volunteers from a specific county
- Qualitative: the Henry County volunteers were all homeowners and registered voters.

By combining both quantitative and qualitative measurement, you can analyze what's working and what's not with a high level of specificity. You can actually have reliable data that your plan is working and why. That's marketing.



Program Model: Marketing

GEORGIA'S URBAN & COMMUNITY FORESTRY GRANT APPLICATION: Marketing Plan Component

PROJECT OBJECTIVES:

- Make marketing a priority for all grant recipients
- Provide uniform marketing guidelines
- Leverage marketing as a tool to promote Georgia Forestry's statewide goal of the Plan: *To encourage communities to value, conserve, manage, and enhance their urban and community forest resources.*

THE CONCEPT: MARKETING INCREASES THE AWARENESS OF COMMUNITY FORESTRY PROGRAMS

When the Georgia Forestry Commission and their partners launched The Five-Year Plan for Georgia's Urban & Community Forest (U&CF) 2000–2004, six specific urban forestry issues statewide were identified. The goal of the plan was to help identify key focus areas, to provide designated funding, and to have a coordinated initiative statewide. The Commission identified marketing as a key strategy to help educate its community partners about the Five-Year plan and how to better promote their programs. This statewide marketing focus was accomplished in phases:

Phase 1: The Commission contracted with Snowden & King Marketing Communications to research the issues impacting forestry communications. Two strategies were launched—a market research survey of all state foresters and arborists and the development of a cutting-edge forestry marketing guidebook based on the findings of the survey.

Phase 2: *The Forestry Marketing Guidebook* was launched statewide through an annual marketing workshop where community groups and U&CF

grant recipients could learn how to develop a marketing plan.

Phase 3: After a couple years of educating these groups, marketing was made an optional part of the grant process, and applicants were given bonus points for including a marketing plan as part of their project proposal. By this point, it had become increasingly common for groups to understand the importance of marketing, and the Commission was monitoring this long-term impact.

Phase 4: After approximately four years of this marketing initiative, the marketing consulting firm analyzed the applications for the previous three years and used that data to develop a uniform marketing application component for the state U&CF grant application. This marketing component then became a required part of the application and made it possible for the review committee to easily compare applications and evaluate implementation of marketing efforts.

LESSONS LEARNED

1. Focus on educating your key community partners about marketing. In this initiative, many groups confused marketing, public relations, advertising, and branding. For many, marketing seemed intimidating and unaffordable.
2. Encourage “buy-in” throughout your organization in making marketing a priority. A half-hearted commitment translates into strategies that are poorly executed and funded.

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3. Set realistic expectations. Marketing requires a long-term commitment and it can take a minimum of six months to a year to see measurable improvement.
 4. Provide professional quality resources, messaging, and strategies whenever possible. Many groups achieved increased media coverage because their marketing materials were more focused and the information, the messaging, was well targeted.
 5. Be sure to evaluate on an ongoing basis what's working and what's not. Throughout this marketing initiative, feedback was encouraged on how the marketing guidebook, workshops and other materials were helping. They were updated and modified to make them easier to use and other marketing tools were designed to augment the overall marketing initiative.

Contact Information

The application is available on the Georgia Forestry Commission Website at www.gatrees.org.

GEORGIA GRANT APPLICATION SAMPLE (excerpt)

Your project should address one or more of the Issues in the **Five-Year Plan for Georgia's Urban & Community Forest** and should help meet the statewide goal of the Plan which is: *To encourage communities to value, conserve, manage, and enhance their urban and community forest resources.*

A. Marketing Objectives

Describe your **three** most important marketing objectives. Make each marketing objective **specific and measurable**. Examples are:

- To increase awareness of the value of trees for Douglas County homeowners by inventorying 25% of trees.
- Conduct three training/information workshops, with a targeted attendance of 20 tree maintenance staff per training, each quarter for Douglas County.
- Develop a comprehensive analysis of the Douglas County tree ordinance and distribute to 100 developers and public officials invited to a November public hearing.

B. Marketing Measurement Guidelines

Measuring the outcome of your marketing efforts is important for continued progress of your initiatives and serves as an important indicator of program impact and effectiveness.

1. Quantitative Measurement

Describe **at least two** of the following examples of quantitative measurements used in your project proposal.

Number of:

- Participants/visitors
- Volunteers
- Volunteer hours
- Media hits or news coverage, Public Service Announcements (PSAs) or radio spots
- Website hits or downloads
- Requests for arborists services
- Trees planted
- Mailings—describe target audience, describe mailed item and marketing goal
- Speaking engagements and requests
- Information requests
- Community meetings
- Developer/builder awards nominations
- Developer/builders recruited as board members or stakeholders
- And more

2. Qualitative Measurement

Describe **at least two** of the following used in your project proposal.

Indications or outcomes of:

- Physical improvements, e.g., trees preserved or specimen trees saved, trees planted
- Evaluations, surveys, questionnaires, pre-/post testing
- Designation as a Tree City USA
- Money donated/raised
- Changes to conservation easements, tree ordinances/policies
- Developers/builders practicing green-friendly construction
- Replication of the project in community/municipality
- Analysis of automobile vs. pedestrian traffic in target area
- Success in private owners actually planting trees
- Formal review and evaluation of plans by elected officials and other representatives
- Advocacy action: approval of or actions taken by city government, commissions or other related activity
- Arborists and other tree supporters invited to join municipal commissions and/or have input in important tree-related policy issues
- Analysis to compare participation/recruitment of NEW participants or volunteers
- Other, please describe

C. Target Audiences

Supporting the six initiatives of the Five-Year Plan for Georgia's Urban & Community Forest requires a careful understanding of target audiences. Research shows that programs that focus on the "general public or general citizens" are NOT effective because it is difficult to effectively market, communicate, or influence the interests of mass publics without considerable resources and expertise.

A target audience is a specific group of people with a clearly defined characteristic,

For example:

- Voters, elected officials, developers
- Residents by zip code area or county
- Specific demographic markers, e.g., race, age, income, etc.

You are encouraged to include the following target audiences as the beginning **basis of ALL** programs, communications and marketing:

- Registered Voters
- Taxpayers
- Home and Land Owners

Target Audience—List and describe the two most important target audiences for your program. Examples are:

- Voters/taxpayers in _____ county/zip code
- Homeowners/land owners
- Developers/builders
- Advocates/Government
 - Elected county and city officials
 - Community leaders
 - City worker/public maintenance workers
 - Municipal and county commissioners
 - Local tax assessors
 - City planners
 - Tree boards
- Small business and corporations
- Tree professionals
 - Landscapers/companies
 - Land planners
 - Arborists/foresters
 - Tree removal services
- Contract crews for utility companies
- Forestry industry associations
- Building professionals
 - Architects
 - Engineers
- Community partners/collaborators
 - Nonprofit organizations
 - Environmental groups
 - Homeowner associations
 - Civic groups
- Realtors
- Business associations/chambers

Secondary Audiences

- Students, K–12
- Tourists
- People that do not vote, pay taxes, or own homes/land
(Please specify _____)
- Investors

D. Marketing Tools and Strategies

Select and/or describe any marketing tools or strategies you plan to use to support your program implementation. Examples are:

Media

- Radio (commercials, PSAs, on-air interviews)
- Newspapers (articles, columns)
- Television/cable (news coverage, talk shows, on-air interviews, PSAs)
- Press releases, press kits, photographs
- Billboards
- Magazines/newsletters
- Internet/website and links to other sites
- Trade publications for realtors and developers

Promotions

- Arbor Day Events
- Tree Plantings
- Groundbreaking ceremonies/ribbon cuttings
- Christmas Tree Recycling
- Great American Clean-Up
- Tree Inventory Events
- Fundraising Events

Educational

- Volunteer training
- Seminars, field training/workshops, conferences
- Research findings/reports
- Data collection
- Displays/trade shows
- Public meetings/forums and public hearings
- Teaching stations
- Speaker's bureau

Materials

- Handouts, brochures, pamphlets
- Signage/plaques
- Materials available online to be downloaded
- Video, power point, slide show, multi-media
- Letters, direct mail, posters

Evaluation/Assessment

- Post event/program follow-up
- Critiques/evaluations
- Marketing Planning/Goal Setting
- Other program reviews

Marketing Resources

Marketing

Anatomy of Buzz, The: How to Create Word of Mouth Marketing

by Emanuel Rosen

Currency Press

Become a Recognized Authority in Your Field

by Robert Bly

Alpha Press

Brand Spirit: How Cause Related Marketing Builds Brands

by Hamish Pringle

John Wiley & Sons Press

Cause Related Marketing: Who Cares Wins

by Sue Adkins

Butterworth-Heinemann Press

Do-It-Yourself Marketing Research

by George Edward Breen

McGraw-Hill Press

Grassroots Marketing

by Shel Horowitz

AWM Books Press

Marketing and Social Change: Changing Behavior to Promote Health, Social Development, and the Environment

by Alan Andreasen

Jossey-Bass Press

Marketing Communications for Local Nonprofit Organizations: Targets and Tools

by Donald Self and Walter Wymer

Haworth Press

Marketing Management for Nonprofit Organizations- 2nd edition

by Adrian Sargeant

Oxford University Press

Marketing Nonprofit Programs and Services: Proven and Practical Strategies to Get More Customers, Members, and Donors

by Douglas B. Herron

Jossey-Bass Press

Marketing Research that Won't Break the Bank: A Practice Guide to Getting the Information You Need

by Alan Andreasen

Jossey-Bass Press

Marketing Strategies for Nonprofit Organizations

by Siri Espy

Lyceum Press

Marketing the Public Sector: Promoting the Causes of Public and Nonprofit Agencies

by Seymour Fine

Transaction Press

*Marketing Workbook for Nonprofit Organizations
Volume I: Develop the Plan, 2nd Edition*

by Gary J. Stern, Elana Centor
Amherst H. Wilder Foundation Press

*Marketing Workbook for Nonprofit Organizations
Volume II: Mobilize People for Marketing Success*

by Gary Stern
Fieldstone Alliance Press

Mission-Based Marketing: Positioning Your Not-for-Profit in an Increasingly Competitive World , 2nd Edition

by Peter C. Brinckerhoff
Wiley Press

Nichecraft

by Lynda Falkenstein
HarperBusiness Press

Obvious Expert, The: How to Position Yourself As

by Elsom Eldridge
MasterMind Press

Selling the Invisible

by Harry Beckwith
Warner Books Press

Strategic Marketing for Nonprofit Organizations

by Alan Andreasen
Prentice Hall Press

Successful Marketing Strategies for Nonprofit Organizations

by Barry J. McLeish
Wiley Press

Tipping Point, The

by Malcolm Gladwell
Little, Brown Press

Ultimate Marketing Plan, The

by Dan Kennedy
Adams Media Press

Unleashing the Ideavirus

by Seth Godin
Hyperion Press

World Wide Web Marketing

by Jim Sterne
John Wiley & Sons Press



Marketing—Communications

Brag! The Art of Tooting Your Own Horn Without Blowing It

by Peggy Klaus

Warner Books Press

Cash Copy

by Jeffrey Lant

JAB Press

Communication Power: Energizing Your Nonprofit Organization

by Larry D. Lauer

Jones & Bartlett Press

Internet Marketing Plan, The: A Practical Handbook for Creating, Implementing, and Assessing Your Online Presence

by Kim Bayne

John Wiley & Sons Press

Jossey-Bass Guide to Strategic Communications for Nonprofits, The

by Kathy Bonk and Henry Griggs

Jossey-Bass Press

Media Relations: How to Earn Press Coverage for Your Organization

by Promoting Advocacy and Leadership for the Sector

PALS Press

Nonprofit Internet Strategies

by Ted Hart

John Wiley & Sons Press

The Nonprofit Organization's Guide to E-commerce

by Gary Grobman

White Hat Communications Press

Nonprofit Websites: Cutting Through the Emaze

by Todd Baker

Grizzard Direct Marketing Press

Persuasive Online Copywriting

by Bryan Eisenberg

Wizard Academy Press

Power Presentations: How to Connect With Your Audience and Sell Your Ideas

by Marjorie Brody and Shawn Kent

John Wiley & Sons Press

Print That Works: The First Step-by-Step Guide that Integrates Writing, Design, and Marketing

by Elizabeth Adler

Bull Press

Rapid Response Marketing

by Geoff Ayling

Business & Professional Press

Selling Goodness: The Guerilla P.R. Guide to Promoting Your Charity, Nonprofit Organization, or Fund-raising Event

by Michael Levine

Renaissance Press

Spread the Word: How to Promote Nonprofit Groups With a Network of Speakers

by Terri Horvath

Publishing Resources Press

Strategic Communications for Nonprofit Organizations: Seven Steps to Creating a Successful Plan

by Janel M. Radtke

Wiley Press

Using Public Relations Strategies to Promote Your Nonprofit Organization

by Ruth Ellen Kinzey

Haworth Press

Why Bad Happens to Good Causes and How to Ensure They Won't Happen to Yours

by Andy Goodman

Cause Communications Press



Web Resources

www.arborday.org/programs/treecitybulletin-browse.cfm

This link will help you find issues(s) of The National Arbor Day Foundation's Tree City Bulletins that are related to this topic.

www.census.gov

United States Census Bureau—has the most up-to-date demographic information by state, county, ethnic group etc.

www.demographics.com

American Demographics—a monthly publication, has tracked consumer trends and data for more than 25 years.

www.marketingpower.com

The American Marketing Association—has local chapters throughout the country that track trends and strategies for effective marketing.

www.prsa.org

Public Relations Society of American (PRSA)—also has local chapters throughout the country that host workshops and luncheons with public relations experts.

www.usps.com

United States Postal Service—has free resources to increase effectiveness of direct mail