AMERICAN MARKETING ASSOCIATION FOUNDATION

# 2006 AMA NONPROFIT MARKETING CONFERENCE

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## OVERVIEW

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## EXECUTIVE SUMMARY

For nonprofit executives today, the role of marketing has never been so tangible. The 2006 AMA Nonprofit Marketing Conference focused on four key marketing issues facing nonprofit organizations: cause marketing, positioning, the role of price and place, and technology. This overview summarizes the pertinent contributions of the conference presenters.

Nonprofit marketers face many challenges. However, presentations at the 2006 AMA Nonprofit Marketing Conference highlighted the many opportunities and rewards afforded those nonprofit organizations able to harness the power of marketing. The growing influence and benefit of cause marketing are demonstrated by the success stories of, among others, the National Wildlife Federation, the American Red Cross, the Women's Sports Foundation, and American Second Harvest. Organizations such as Project HOPE and D.C. Central Kitchen describe the importance of positioning. The Pittsburgh Opera Company successfully uses innovative pricing strategies to reinvigorate the organization, and the Posse Foundation demonstrates the importance of place. Finally, the effective use and development of technology is highlighted by organizations such as Saint Joseph's University.

The ability of nonprofit organizations to effectively utilize cutting-edge marketing skills is critical to their success. The perspectives shared by conference participants attest to the importance and relevance of marketing the growing nonprofit sector in the United States.

## CONFERENCE OVERVIEW

### Introduction

The 2006 AMA Nonprofit Marketing Conference was developed to provide comprehensive solutions to the most pressing issues facing nonprofit marketers today. In today's changing and competitive landscape, the discipline of nonprofit marketing is not only getting more complex, it is becoming increasingly crucial for success. Some of the unique differences of nonprofits include the intangibility of products and the greater number of constituents they must deal with. This makes change more difficult to implement, and the organizations themselves are often more risk averse.

Four prominent themes were apparent at the 2006 AMA Nonprofit Marketing Conference: (1) cause marketing; (2) positioning; (3) price and place; and (4) technology. In cause marketing, not only is partnering with the right corporation important, but the resulting cause brand may be critical for future organizational and cause success. As Alan Andreasen, Professor of Marketing at Georgetown University, noted in his luncheon address on the "Essence of Marketing," marketing in the private and nonprofit sectors is about influencing behavior and perceptions. A strong brand is a reflection of the position an organization or cause holds in the minds of target audiences. Two important factors also help influence consumers, the adequate use of pricing strategies and the use of new technology.

Julie Mallory, director of marketing at the **American Hospital Association** (AHA), kicked off the conference by presenting how marketing had helped positively transform the organization.

The AHA had become complacent and reactive in the face of negative backlash from the media, she explained, and the organization's time was spent putting out fires instead of furthering their cause. Mallory asserted that a proactive marketing strategy was behind their successful transformation and suggested the following steps: define your audiences; listen to them (as a permanent ongoing process); establish a clear positioning and messaging strategy to each unique audience (including internal); and develop new products/services for each of those audiences. The AHA is now measurement driven using tools such as benchmarking attitude awareness.

**Cause Marketing**

Greg Griffith, director of cause-related marketing at the **National Wildlife Federation,** suggested the challenge many non-profits face is the need to generate revenues, increase awareness, and forward the mission. Marketing is tasked to accomplish all these goals with limited funds, and cause marketing can help. Cause marketing occurs when a nonprofit organization unites with a corporate partner to talk to consumers about a cause. Three partners are involved in this process: the nonprofit, the private corporation and the consumers. Each receives a unique return on involvement and investment. Corporate partners make more money, involve their employees and enhance their relationships with consumers. Cause marketing uses the equity of a charity brand to create a link between a company and consumers; consumers are more likely to buy products from a company engaged in cause marketing.

The benefits to a cause include increased funding and promotion, positive change, complementing of core competencies, and expanded brand exposure. The National Wildlife Federation teamed with Animal Planet to create a unique television show and also formed a strong partnership with Busch Gardens. These partnerships resulted in increased funding and awareness, Griffith said. He added, “We need to increase awareness, further our mission and tap into kids as consumers. It’s all about getting the word out and educational content.” It is however, important for a nonprofit to maintain control of a cause marketing program, to have approval on what is used in communications, and to establish a contract with corporate partners.

Casey Minix, manager for corporate partnerships at the **American Red Cross,** also believes all nonprofits, regardless of size, can benefit from cause marketing, and corporate partners can help nonprofits increase their revenues to aid in accomplishing their mission. She offered a four step system to help manage these partners: (1) Proactively identify and track a pool of prospects using key criteria for new partners. (These criteria can include compatibility, quality product, reputation, deal structure, and agreement terms); (2) Prioritize time, and focus on those corporations that demonstrate a genuine fit, have reach and scalability, provide non-cash assets (in-kind donations), and are trendsetters (help reach new market and untapped audiences); (3) Plan and create pre-packaged opportunities for entry level partners. This allows quick and efficient partnerships without a large investment. Customized corporate employee online giving websites and Dine for America are two such examples; (4) Provide a communication tool kit for partners that enable you to say thank you and create connections with individuals. Minix concluded her presentation by emphasizing the importance of measuring, re-evaluating, and assessing corporate partner programs. Good relationships take time to build, she noted.

A discussion panel on “Successful Strategies to Secure Resources for Your Marketing Program” included: Paula Oyer Berezin, CEO and Chief strategist for Social Capital Partners; Jodi Gibson, director of Corporate and Foundation Relations for America's Second Harvest; Laura Goodman, director of Corporate Marketing for Reading is Fundamental; and Leslie Groves, chief marketing and communication officer for Women's Sports Foundation. The panel further explored the issue of corporate partnerships and cause marketing. In order to develop a brand positioning for the **Women's Sports Foundation,** Groves said, the organization needed a corporate partner to provide professional help for free. Presented with the challenge of many audiences and messages, the key was to identify the right word or essence for the organization's branding strategy. Groves suggested organizations in similar positions must first ask themselves a series of questions:

- What is our objective?
- Who are we trying to reach?
- Who are our competitors?
- What do they do?
- What distinguishes us from the competitors?
- What is our brand personality?
- And what is needed for success?

This internal dialogue is critical to achieve buy-in, provide synergy in communication and rally the troops. For Goodman, the challenge was to identify partners who could provide specific project needs. For her organization's summer reading program, the objective was to take a new product to a new group of customers. Beyond the cash commitment, the organization looks for partners who can provide marketing services and communication skills. Goodman concluded that the ability to measure success is critical.

**American Second Harvest** has worked with companies such as Tyson and Altria. Tasked with the objectives of being top-of-mind for hunger relief in USA and the go-to source for hunger-related data, the organization's strategy is to lead with substance. "We are a serious organization tackling a serious problem," explained Gibson, "and we are all about data and advocacy." Their product is a hunger almanac, a collection of key research about hunger in America. This is distributed to several key target markets: Congress, media, and other key influencers. That audience was important to Tyson because they were looking to establish a favorable position with legislators and influencers.

Finally, David Hessekiel, president of **Cause Marketing Forum**, said there are six keys to successful cause marketing partnerships: (1) Conceptual Fit; (2) Organizational Fit; (3) Ownability; (4) Transparency; (5) Thinking Globally, Act Locally; and (6) Getting the Word Out.

Julia Hobbs Kivistik, executive vice-president of cause branding at **Cone, Inc.,** believes that not only is cause marketing important, but the brand should be the essence of what the organization stands for. It is important to know who the organization is as a brand and what makes that organization unique, because a strong brand is something competitors can never replicate and so is crucial to differentiation. "The magic of cause marketing," she said, "is finding where the alignment is between two brands, what different partners stand for, and the thread between partners and brand synergy." Consumers purchase on the basis of emotion, and an organization can sell more product on the basis of a strong emotional appeal. The key is to get people to interact with a brand and experience an emotion. Cause marketing can play an important role in achieving this. Cause branding is about building a cause brand. The combination of post-9/11 sentiment, increased transparency requirements, target outreach, corporate scandals, and increased competition for employees sets the current context for cause marketing.

The retail landscape has evolved such that there are many communication touch-points and opportunities for a company to talk about who they are and what they are doing. Increasingly, a number of purchasable products are connected to a cause. The Red Dress is an example of a successful cause brand for the AHA where the organization partnered with many retailers and corporations, working hard to synchronize different promotions. Hobbs Kivistik said there are three keys to creating a successful cause brand: know your target segment and understand what is relevant to them; get them excited about their shopping experience; and make them think about the cause. It is important to think about what you stand for, not what you do, and to find corporations whose culture and mission can be a match. “Be proactive in partnering,” she added, “know your assets, focus on long term partnerships and manage expectations.”

**Positioning**

A key aspect of a strong brand is positioning it properly in the mind of your target market. Laura Ries, president of **Ries & Ries**, described positioning as the fifth P of marketing and affirmed that whatever you’re selling, positioning is critical. Consumers live in an over-communicated society and are bombarded with messages, making it difficult to break into their minds. “Marketing used to be about sending out communications but positioning flipped that. Instead, we have to start with the consumer,” said Ries. The market is fought inside the mind of the consumer. What is critical, then, is to structure the message in order to get into that mind. The key is to focus and resist the temptation to add products and services. Many nonprofits are run like democracies, which makes it difficult to maintain that focus. However, the more you expand the brand, the weaker it becomes in the mind of the consumer. A brand should strive to own a single word in the mind of the consumer and reinforce that word whenever possible. This requires sacrifice and focus. An organization can also benefit from the halo effect derived from that word. Public relations is often more effective than advertising since most advertising tells you nothing about an organization's positioning. You can get into the minds of people by doing something different. Controversy creates publicity and publicity creates a public relations opportunity. So it is important to find the word and build the public relations opportunity.

Michael Lipsky, senior program director at **Demos**, talked about frames people use to process information and how this impacts one's ability to talk to people effectively. "The key in positioning your brand," said Lipsky, "is tapping into the right frame." When people process information, they use frames to filter the abundance of data to qualify and categorize this information in terms of where the information fits in their mental landscape. People don't read for the content of the information but for the kind of information it is, and then they categorize it. These frames are then reinforced and become stable over time. We don't have just one frame and we do have an opportunity to rise up latent frames that are not usually ready. By elevating the frame most relevant for your particular issue and burying the frame that's not useful, a nonprofit can more effectively communicate with key constituents. Take the example of youth policy. If youth policy brings to mind graffiti, hip-hop, and violence, anything on this subject will go into a box that will be discounted. If on the other hand an organization talks about the future generation of America, which triggers a positive frame (next generation), the audience will be more open to the conversation. It's therefore not so much about the content of the communication, but the frame you are evoking.

Brad Fay, COO at the **Keller Fay Group,** said nonprofits often state that "people are our greatest assets," but asked the question: Who are our people? He argued that not only employees but also members, alumni, donors, partners, suppliers, and customers are an organization's greatest assets, particularly if they are strong advocates. It all comes down to word of mouth (WOM) marketing, Fay said. Positive WOM gives a nonprofit the opportunity to strengthen its position in the consumer's mind. What people say matters and is a treasure trove of insight. WOM is growing in importance and is where consumers turn to for decision making. It is a leading source of ideas and information, including who you should give charitable donations to. With the power of the Internet and a wealth of information, people are turning to other people they trust to make decisions. A distrust of advertising, over-stimulation, and the ability to communicate through the Internet efficiently is why WOM has become so critical.

Rober Egger, CEO of **D.C. Central Kitchen,** believes nonprofits are not very good at telling their story. Many nonprofits blame the customer for not seeing the value of their organization instead of repositioning themselves in a way that their target markets can see this value, he said. The number one resource for many nonprofits is their story. People do care, but as nonprofit marketers, it is our job to guide them to the right conversation. Egger also advocated for unity in the nonprofit world. As we are all part of something bigger, we all have a vested interest in the survival of other nonprofits.

Lori Allesee, director of communications for **Project HOPE,** and Nancy Racette, COO of **DRI,** spoke about the repositioning and revitalization of the Project HOPE brand. They suggested it is very important that marketing, communication and PR are fully integrated. They plan on using the upcoming 50th anniversary of the organization to increase visibility and media coverage. In general, donors contribute because the organization makes a difference on an issue they care about and those donors want to be recognized for giving. Direct marketing is fine, but does not create a relationship, and strangers rarely give generously. Personal relationships have the greatest ROI. So positioning the organization for target audiences is important. By hosting events, an organization is inviting the target market to do something. The results of the early stages of the Project HOPE re-branding were a re-energized board, a more focused staff facing greater demands, a heightened awareness of the brand, and increased corporate contributions. Howard Wahlberg, director of marketing and sales at the **National Association of Secondary School Principles,** echoed the sentiment. His organization undertook a larger re-branding effort by engaging the community around his organization.

**Price and Place**

Prices are driven by perceived demand. As marketers, one of our roles is to create demand and control supply. William Lester, CEO of **Target Resource Group**, started by asking the following question: "What is a chair worth?" The answer is, it's only worth what you can get for it! The management of demand and supply is at the heart of pricing issues. Inventory control, discounting strategy, the setting of price points, and on-the-fly price changes are all part of a demand-based pricing strategy. The key is to figure out what pricing model works best for each individual nonprofit, and position the product in the mind of customers accordingly. A higher price implies a better product, but the quality is determined by the consumer's perception. Price has psychological impact and consumers do not behave rationally.

In addition, organizations need to keep in mind the elasticity of demand between different price points. Are you selling the products that you want to in the way you want to? Adjusting pricing and price points can help achieve this. Inventory control is another pricing tool. Sometimes it is best to say certain tickets are not available. In one theatre example, due to pricing inefficiencies the seats down front were often empty, which gave a bad impression to those in attendance. Pricing was used to fill those front seats such that other audience members thought performances were sold out. Discount and complementary tickets are rarely strategic and are often out of control. Anytime you give something for free, the expectation for next free product is strong and subsequent sales are unlikely. Other approaches, such as a buy-one, get-one-free, are more likely to result in long-term loyalty. Demand-based pricing enables the management of these variables to achieve a financial benefit. What's happening in the airline industry is happening in the performing arts world.

Laura Willumsen, director of marketing for the **Pittsburgh Opera Company,** recently implemented a demand-based pricing approach to help reposition her product and increase revenues. She faced two challenges internally: psychological and technical. Although rescaling of the house was resisted internally, the net result of rescaling led to an increase in revenues of 10% for three years in a row. In terms of pricing, raising prices elicited a lot of resistance and concern about patron reaction, so the company implemented a simple variable pricing strategy.

Willumsen changed whole sections to have a bigger impact (the perception that a house is full is critical) and did advance planning. Toggle switches helped to fill certain sections and manage demand. The financial results also allowed the organization to do some more adventurous programs and carry out the mission more effectively. Nancy Costopulos, senior director of marketing and sales for the **American Marketing Association,** warned that organizations must be careful when making pricing changes. Long-term members might understand the value or merit in a price hike, but often those who are relatively new to an organization have no perspective for a price raise.

John Fallon, chief marketing officer for the **College Board**, also discussed pricing issues. The organization defines itself as not-for-profit rather than nonprofit and considers this distinction an important one. They compete against for-profits and believe in the free market system, particularly in terms of pricing. The key, Fallon said, is to re-invest the profits to further the mission. Their target market is students and their parents. In terms of pricing strategies, programs (such as professional development and curriculum and guidance programs) offered to school districts and universities generate most of the revenues. Pricing is very competitive and the sales of these products are run like a for-profit business in a competitive space. The profits from these operations are then re-invested in other products. It is important, said Fallon, not to think like a nonprofit because growth can depend on the correct pricing. This means pricing above or below current costs for some products and services depending on the marketing opportunities. The goal of the current pricing strategy was to encourage growth in institutional membership to support other programs. By creating a flat fee at minimal cost ($325 per year), the Board saw a rapid growth of K-12 districts and thus an increase in funds. "Giving something for free," added

Fallon, “means that it doesn’t matter and this is a bad strategy.” It is also important to do the math diligently for pricing. Customers certainly will, and a good pricing strategy can guide consumer behavior, encourage desirable outcomes, and promote rational decisions. Pricing can be used as a tool to advance strategy rather than as an afterthought to strategy.

Scott Caswell, chief marketing officer of **America’s Blood Centers** (ABC), spoke about the importance of location or place for his organization’s mission. Two kinds of sites for collecting blood exist: fixed sites (hospital, main center, satellite) and mobile sites (blood drives). A combination of both is necessary because members equally utilize both services. Fixed sites have a lower cost and standard site configuration (controlled environment and work-flow, and capacity management, stable for staff). Staff turnover is lower at fixed sites, and donor satisfaction and frequency are higher. Disadvantages include less convenience and higher fixed costs. Mobile sites can be more convenient in terms of location. They also give staff variety, result in more first time donors, grow quickly, and can be more efficient. Disadvantages include higher staff turnover, variability (each scenario is different), and the required set up and take-down. Donors in off-site locations are different. They are mostly first-time donors who are less motivated and more picky. Because blood drives build awareness, a mix of two channels is desirable.

Location is also a big part of the marketing strategy for **The Posse Foundation**. The organization provides college access and a youth leadership program. Their mission is to expand the pool from which top colleges recruit students and get current students to make college environment more inviting for future students. Marcy Mistress, director of the organization, explained the Posse Foundation works with 26 partner colleges, all highly ranked schools. The organization's marketing strategy is based on the national office creating a consistent brand (student-centered community, innovative, comfortable). Local offices apply the design to meet their own needs. Although many different audiences exist, the brand, message, style, and feel remain consistent. Once someone comes in the door, the organization continually creates connections between current scholars and potential recruits. "It's all about relationship building and continual engagement, about creating a place where community is fostered, young people are respected, and group strength is better than individuals," Mistress said.

**Technology**

A number of presenters described how valuable technology and consumer research can be in creating a powerful brand, positioning the organization, and effectively communicating with target audience(s). Kurt Voelker, managing director of **Forum One Communications**, said there are two challenges and three strategies for effectively using the Internet. The challenges include the type of information many nonprofits generate (a lot of fact sheets and very dense information) and the fact that audiences are very diverse and are changing the ways they consume information (use of feedreaders, Myspace and blogs). Voelker recommended three strategies: First, speak directly to audiences from your website. Second, give your content context by taking great research and getting it out to the people. Running a blog that ties directly to other sources is one way to do this. Tools like Wikipedia and Flickr are free and easy ways to connect to consumers and get exposure, and these social networks are the way many people get information. Increasingly, it's about communication between people not organizations. Third, you can let your users participate. Those organizations that can host professional networks online can provide customers with a home. Finally, it is important to find out how people are using your site. Managers should then take that information and use it to make the site better suited to consumer needs. The Web is participatory, interconnected, and personal medium. Make sure the online strategy takes advantage of this richness.

Patrick Dominguez, senior marketing manager of **Techsoup**, serves 60,000 nonprofit organizations and helps them adopt and use technology to better achieve their own missions. He spoke about how his company is using technological advances to aid both large and small nonprofit organizations. "We have two main groups of users," he said, "small nonprofits and larger nonprofits, and they have different characteristics and needs." Techsoup's product is providing a lot of "how to" knowledge on the Web for nonprofits and distributing donated and discounted technology. Nonprofits can obtain low-cost products and advice/knowledge, and corporations gain an efficient distribution channel. Techsoup charges a low administrative fee for every donation and attempts to be a sustainable organization in this way. Techsoup's promotional strategies include traditional print, on-line marketing, partnerships with other organizations, and peer-to-peer approaches. Dominguez suggested success depends on the brand's ability to cut through the clutter and managing the proliferation of communication channels.

David Krane, senior VP at **Harris Interactive**, discussed the benefits of conducting consumer research. Research can be an important tool to track how perceptions change over time and also allows an organization to segment and target the correct populations. According to research, people volunteer and donate, but many more only donate. Most people say they have donated in the last year, but of these 50% are contributing less than $100, while 27% contribute at least $1,000. Using similar data, it is possible to paint a complete picture of nonprofit donors. According to Krane, understanding motivations is critical. For example, 72% of donors donate because they believe in the cause and have faith that the money is being used in a way they want. What triggers a donation is a personal connection. Different groups often have different views about what is important. Based on the feelings of different stakeholders, one can get a better sense of what each of these groups be willing to do. Based on this kind of research, a communication strategy can be developed for each group, leading to different actions for different stakeholders. As individuals, we make decisions based on cognitive and emotional drivers in specific situations. Research can help sort through all of this.

Sundar Kumarasamy's approach (enrollment manager at **Saint Joseph's University**) is to use data to do more with less. He argued that although the brand is different for different people, organizations need to position themselves while remaining true to their mission. A major issue for a university is the issue of price: making sure to address the affordability of the education but also generating revenues. Kumarasamy contended there are business aspects for nonprofits that require the use of business terminology and bold thinking. He suggested a six-step approach to looking at Return on Investment (ROI): (1) Prioritize goals based on mission / vision; (2) Create stop-to-do and to-do lists; (3) Analyze and research market trends; (4) Identify target population; (5) Customize communications; and (6) MAP success. Although an ROI approach did not result in an increase in funding, operationally everything became clearer and more measurable. Data is important to be able to back up decisions, support buy-in, and track results over time. It is also important to pick the right tools to make decisions, such as going after student clusters that help get more minorities and yet increase quality of student body. The key is then to develop communications that apply to the cluster and addresses the concerns of target. Segmentation is often the key to success.

**Summary**

A case study of the **Washington Humane Society** (WHS) by Howard Nelson, executive director of the organization, provided a good example of how some of the main themes from the conference came together. The WHS had an image problem (complicated by negative press generated through the practice of euthanasia of certain animals), and badly needed to reposition its brand. WHS was not a marketing-based organization; indeed, the culture suggested it wasn't right to market a nonprofit. Nelson quickly saw a need to attract donors, adopters, volunteers, and new staff. With an audience-focused message, WHS was repositioned to focus on saving lives and ending suffering of D.C.'s pets. Through the implementation of new technologies such as a vastly improved website and blogs, creative adoption clinics, and fun events, the WHS was able to efficiently and effectively get its new message out. They were also able to gain several strong corporate sponsors such as AOL, CNN, and the *Washington Post* to help further their cause. By implementing a strong marketing focus throughout the Washington Humane Society, Nelson saw donations increase by 50%, volunteer workforce double, recruiting quality staff become easier, and more corporate partnership opportunities. Ultimately, the organization was able to implement its mission and save more lives than ever before. Clearly, effective marketing programs are crucial to the success of nonprofits today. Through strong corporate partnerships, consistent branding, correct positioning, and the effective use of price and technology, nonprofits can considerably further their cause.

**Conference Presentations Cited**


Lori Allesee, Director of Communications for **Project HOPE.** *From Promise to Practice: Turning Your Commemorative Event Into a Marketing Opportunity*

Scott Caswell, chief marketing officer of **America's Blood Centers** *A Place to Call Home*

Nancy Costopulos, Senior Direction of Marketing and Sales for the **American Marketing Association.** *A Detailed Approach to Restricted Pricing: A Case Study*

Patrick Dominguez, Senior Marketing Manager of **Techsoup** *Bringing Technology to the Nonprofit Sector*

Rober Egger, CEO and President of **D.C. Central Kitchen.** *Marketing, Money and Mission (The 3Ms of Making Change)*

John Fallon, Chief Marketing Officer for the **College Board** *Achieve Your Mission with Pricing Strategies*

Brad Fay, COO at the **Keller Fay Group.** *Leveraging People Through Word of Mouth Marketing (WOM)*

Jodi Gibson, Director of Corporate and Foundation Relations for **America's Second Harvest**. *Panel on "Successful Strategies to Secure Resources for Your Marketing Program"*

Laura Goodman, Director of Corporate Marketing for **Reading is Fundamental**. *Panel on "Successful Strategies to Secure Resources for Your Marketing Program"*

Greg Griffith, Director of Cause-Related Marketing at the **National Wildlife Federation.** *The Evolution of Cause Marketing*

Leslie Groves, Chief Marketing and Communication Officer for **Women's Sports Foundation** *Panel on "Successful Strategies to Secure Resources for Your Marketing Program"*

David Hessekiel, President of **Cause Marketing Forum. Great** *Marketing is in Our Midst*

Julia Hobbs Kivistik, Executive Vice-President of Cause Branding at **Cone, Inc.** *"Check-Out" this Cause! How Nonprofits Leverage the Powerful Relationship between Retail and Consumers*

David Krane, Senior VP at **Harris Interactive** *Using Survey Research to Help Target Important Constituencies*

Sundar Kumarasamy Enrollment Manager at **Saint Joseph's University**.*Using Data and Demographic Tools to Improve ROI*

William Lester, CEO of **Target Resource Group.** *Using Demand Based Pricing Strategies to Favorably Impact Perception and Revenues*

Michael Lipsky, Senior Program Director at **Demos: A Network for Ideas and Action.** *How to Talk About Government*

Julie Mallory, Director of Marketing, Emergency Cardiovascular Care Program, **American Hospital Association.** *Breathing New Life into the American Heart Association's New CPR Guidelines*

Marcy Mistress, Director of the **Posse Foundation** *How to Find Community Partners*
Casey Minix, Manager for Corporate Partnerships at the **American Red Cross.** *How the American Red Cross Taps Unreached Supporters with Cause-marketing*

Howard Nelson, Executive Director, **Washington Humane Society** (WHS) *A "Place" Called Home*

Paula Oyer Berezin, CEO and Chief Strategist for **Social Capital Partners**; *Panel on "Successful Strategies to Secure Resources for Your Marketing Program"*

Nancy Racette, COO of **DRI.** *From Promise to Practice:Turning Your Commemorative Event Into a Marketing Opportunity*

Laura Ries, President of **Ries & Ries.** *Positioning Principles for Nonprofit Organizations*

Voelker, Managing Director of **Forum One Communications** *Online Strategies to Influence the Policy Agenda*

Howard Wahlberg, Director of Marketing and Sales for **National Association of Secondary Principles.** *The Total Member Experience.*

Laura Willumsen, Director of Marketing for the **Pittsburgh Opera Company.** *Using Demand Based Pricing Strategies to Favorably Impact Perception and Revenues*