



Community Tree Leadership Forum

Marketing Trees: Leveraging a Positive Perception in a Competitive Marketplace

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*Marketing Trees: Leveraging a Positive
Perception in a Competitive Marketplace*

LEVERAGING A POSITIVE
PERCEPTION
IN A COMPETITIVE MARKETPLACE

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*This material was compiled in cooperation with
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www.snowden-king.com*

Introduction

Marketing is an important strategy to help community groups define their value and services in the marketplace. All nonprofits operate in a very competitive marketplace. Urban forestry groups face competition from other tree, park, and conservation causes, but there is far greater competition from other sources. The most staggering competition you face is from the nearly 1,500 advertising messages bombarding the average adult daily.

Urban forestry groups face very specific challenges in getting public recognition: the use of jargon-heavy technical language, limited budgets, and the reality that **less than 7% of all donated dollars are contributed to environmental causes**. If tree-related community groups can master basic principles of marketing they can:

- Increase media coverage
- Know and understand their key audiences
- Strengthen their name recognition
- Increase community stakeholder and fundraising support
- Effectively plan communications campaigns
- Influence citizen perceptions about trees

Marketing is identifying your target audience, “selling” them on your specific product or service, and communicating with them in the medium they prefer, to create a uniquely positive perception of what you do. It’s selling the sizzle, not the steak.

A good urban forestry marketing plan can leverage even a minimal marketing budget to effectively focus on county legislators, a specific neighborhood, or a specific zip code—not the general public. A target audience of soccer moms wants to know how trees help improve their property values; business owners want to know about economic impacts of trees. Marketing can be a blueprint for recruiting volunteers interested in the environment, it can increase media coverage for your tree-planting events, or it can let people know how urban forestry helps us every day.

Forget direct marketing; learn first about establishing quantitative marketing objectives. Press releases are more effective if they include the right marketing message. Pretty brochures, zippy websites, and catchy slogans can be effective, but only when part of a coordinated marketing effort. After all, the goal of marketing your urban forestry program is to achieve measurable results.

Any marketing effort you undertake should have clear, specific, measurable goals. Measurement is key to evaluating the success and effectiveness of your marketing investment.



WHAT IS MARKETING?

In the commercial business world of selling hamburgers, long-distance phone services, and other consumer goods, the most common definition of marketing is: product, price, and distribution. In other words, marketing defines the specific product or service being offered, establishes the pricing strategy, and identifies the channels of distribution to get the product to the right consumers. Conservation groups aren't in the hamburger business, but they do offer specific services to a targeted audience. Another way to think about marketing is that:

- Marketing is a series of strategic activities or decisions to create value in the mind of a specific customer.
- For most tree groups the focus is social marketing— influencing perceptions and awareness of specific audiences.
- Nonprofit marketing can also be thought of as exchanges of one value for another. Instead of exchanging \$2.00 for a meal deal, nonprofits:
 - Exchange critical community programs for funding or referrals
 - Exchange knowledge and information for community support and recognition
 - Exchange a feeling of good will for donations

Typically nonprofits waste valuable resources and opportunities in substituting promotion activities for marketing strategy. Let's consider that **marketing is not:**

- A new brochure
- Public relations
- A printing budget
- Direct mail
- A catchy slogan

Marketing

- A series of exchanges
- Strategic activities designed to create value in the mind of a specific target audience
- Includes market research, identifying a market niche (also known as positioning), and analyzing marketplace competition
- Defining the marketing mix—the 4 P's
 - Product
 - Price
 - Place
 - Promotion

Public Relations

- A sustained effort to establish a positive public image
- Usually focuses on media relations
- Promotes features and benefits
- Designed to help target audiences understand the organization and its mission
- Identifies which communications medium a target audience prefers and is most practical

Advertising

- Attracts public attention through paid announcements
- Activities include direct mail, newspaper ads, commercials, fliers
- Includes the strategies for ad placement and an advertising calendar

Branding

According to Interbrand, a company that places a dollar value on corporate brands around the world, "A brand is a mixture of attributes, tangible and intangible, symbolized in a trademark, which, if managed properly, creates value and influence." The United Way brand is estimated to be worth \$35 billion dollars.

ANALYZING YOUR COMMITMENT TO MARKETING: ASSESSING YOUR STRENGTHS AND WEAKNESSES

1. Do you have a marketing plan?

____ Yes

Date developed or revised _____

____ No

2. What is your annual marketing budget? _____

3. Do you participate in civic, industry, or nonprofit associations such as State Urban Forest Councils, or educational opportunities?

4. Can you describe your key community characteristics?

Number of voters

Number of homeowners

Number of taxpayers

List of top 10 corporations

County population

Other

5. Do you have up-to-date databases for:

Volunteers/members

Donors/funders

Media contacts

Elected leaders

6. Do you have a 25-word "elevator speech" to quickly describe the work that you do? Describe it here.

7. Do you consistently measure and evaluate your community impact?

____ Yes

Date _____

Use the space below to describe some of the conclusions:

____ No

8. Can you define your specific target audiences by:

- Zip code
- Gender
- Location
- Other demographics

9. Do you regularly seek out opportunities to collaborate with:

- Other tree or conservation groups. List them here _____

- Nonconservation groups. List them here _____

10. Have you conducted some form of market research or consumer surveys to stay in touch with the needs, perceptions, and satisfaction of your primary audiences? Describe them here.

11. Do you understand the demographic diversity in your community and have you identified strategies to attract “buy-in” and participation?

_____ Yes

Describe them here.

_____ No

DEVELOPING A MARKETING PLAN

Defining the 4 P's: The Marketing Mix

Product—This defines your product, your service, and why you're in business. The narrower the definition of your product or service, the easier it will be to carve out a "unique value" in the mind of your target audience. *Describe your product or service. Why are you in business?*

Price—Product value or price can be an essential marketing tactic. For a nonprofit, the "value" you deliver to your community can also be interpreted as a price. For example: There is a cost, or exchange of value, in planting trees. X number of trees requires X dollars of maintenance but will deliver X value in clean air, shade, decreased energy costs.

Describe your program price in terms of fundraising, costs to volunteers, costs to deliver services to your community. What are some "hidden costs" to the community for not valuing trees? Can you deliver "tree-related value" cheaper, better, or differently than a government-funded program?

Place—This marketing tactic defines geographic location as well as product accessibility. What county do you serve? Can you access your program or organization online?

Describe your program's place. Is it easy for your target audience to access your program or information about your program?

Promotion—relates to all of the different strategies you use to promote your program and organization.

Describe all the ways you promote your organization and programs. Do they motivate people to respond, change their perception, or take action? Are you effectively reaching new audiences or only communicating with the same supporters?

ESTABLISHING MARKETING OBJECTIVES

Your marketing goals should be specific and measurable. They are the most important outcomes you want to achieve. Marketing goals based on your mission help you know what success will look like and how to measure it. Stay focused; you only have a limited amount of resources and time.

Sample marketing objectives:

- Increase number of volunteers by 25% by the end of the year
- Conduct 12 community group presentations throughout Douglas County
- Recruit 100 volunteers for Arbor Day tree plantings

Describe your three most important marketing objectives here. Be specific.

IDENTIFYING YOUR TARGET AUDIENCES

HOW TO REALLY GET NOTICED: TARGET THE IDEAL AUDIENCE.

Identifying your ideal audience is the single most important marketing activity you can use. Your target audiences are the people that you need to reach the most. Start small. Depending on your programs, you may have two or three specific, divergent audiences. It's better to work effectively with one neighborhood than to try to blitz an entire community at random. Target homeowners in a specific zip code, or communicate with a specific district of registered voters, or focus on the taxpayers in a specific community. While these are your external audiences, also include internal audiences in your planning. Internal audiences are your volunteers, staff, donors, and members who help present your image and mission to influence more supporters.

One of the most important goals of every organization is promoting what you do to your most important audience, NOT the general public. Finding the right target audience—people who might have a vested interest in your program—begins with carefully defining your mission in terms of whom it benefits. When you clearly define who your audience is, you can more effectively reach your goals and understand what works for each audience.

There are many simple and basic ways to define your audience and their characteristics, including:

- Demographics—age, gender, race, income, religion, marital status
- Geographic Location—by neighborhood, county, zip code
- Psychographics—lifestyle characteristics like gardening, golfing, dog ownership

Most of this secondary research information and related mailing lists are available free of charge at your local library or university archives, from association mailing lists, or through various government offices. You can gather your own primary research through surveys, your website or on-site registrations.

By carefully defining your primary or core audiences for your program or activity, you can determine the most effective tools, resources, and strategies to use. Different audiences have varying degrees of comprehension and interests in a particular subject or issue. Kids benefit from hands-on experiences and role models, homeowners have a higher level of appreciation for property value than renters, and community officials are more influenced by voters than by mere expertise. With typically limited funding and budgets, identifying the largest audience you can effectively communicate with, and then adding new audiences slowly over time is the best approach.



Target Audience Exercise

DEMOGRAPHIC: Describe the demographics of your target audience.

GEOGRAPHIC: Describe the geographic location of your target audience. Be specific.

PSYCHOGRAPHIC: Describe any “preferences or lifestyles” of your target audience, e.g., gardeners, homeowners in historic neighborhoods, seniors who like to volunteer, etc.

Positioning Strategy Exercise

Positioning is just a fancy marketing term that means defining and establishing your unique role, service, or whatever makes you different. Positioning defines your niche. The key here is consistency in what you do and how it reflects your mission. If your primary focus is planting trees, you should not also try to bake cookies. Planting trees in your community is your niche. Now, you can tell people what your focus is so they can have a **specific perception** or positioning in their mind.

1. How are you better, different, faster, or more convenient?

2. Compare yourself to other conservation groups.

3. Contrast yourself with other (nonconservation) groups.

Messaging Strategy

Once you've identified your target audience and your marketing goals, you're ready to think about creating tools, strategies, and messages. Keep it simple. A great message is jargon-free; it makes your customer or volunteers feel that they can make a difference. Effective messages are simple to understand, mission-focused, and written in plain English. Don't clutter your marketing message with too many points. It should also include a call to action—donate money, join us, plant larger trees, or be here on this date. Say exactly what you want and why.

Key audiences	What do you want them to know?
Tree-related leaders & professionals	
Elected leaders	
Donors	
Volunteers	
Corporations	

THE PROMOTIONAL MIX: CHOOSING THE RIGHT TOOLS AND TACTICS

Think of tools and strategies as a series of activities to help you effectively promote your programs and goals to your target audience and achieve your marketing goals. Some examples:

- A fun promotion for Arbor Day
- A media and web-based communication to increase name recognition
- Volunteer training, public forums, and trade displays to increase consumer awareness
- Promotional materials and multi-media tools to complement other strategies for long-term communication

Public relations and publicity can help you reach broader audiences, especially if your message is consistent and newsworthy and is planned with sufficient lead time. Start early and establish relationships with specific people in each media outlet.

Select the promotional tools that best match your target audience AND your budget/resources.

- Advertisements
- Brochures
- Celebrity endorsements
- Direct mail
- Editorials/feature stories
- Networking
- News conferences
- News releases
- Newsletters
- Posters
- PSA's
- Public speaking
- Signage
- Special events
- Specialty advertising
- Talk shows
- Web/e-mail

What project or event do you want to promote? List a target date or timeframe for producing each of the tools you choose.

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