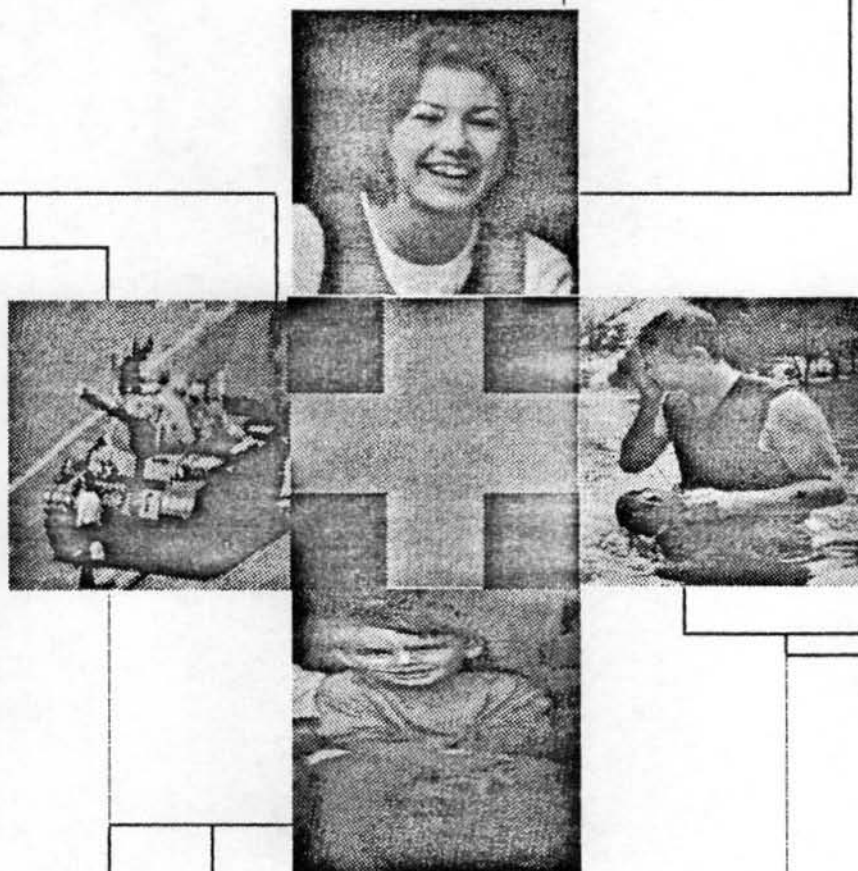




american red cross

**AAF National Student
Advertising Campaign**

University of Tennessee

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1046

American Cross

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Situation Analysis

Mission Statement

The American Red Cross is a humanitarian organization, led by volunteers, that provides relief to victims of disasters and helps people prevent, prepare for, and respond to emergencies. It does this through services that are consistent with its congressional charter and the fundamental principles of the International Red Cross and Red Crescent Movement (ARC Case Study).

These principles include humanity, impartiality, neutrality, independence, voluntary service, unity and universality. The American Red Cross is a "private, non-profit organization that is dependent on the voluntary contribution of the American public." (ARC Case Study).

Led By Volunteers

There are ample opportunities and areas to volunteer under the ARC umbrella (ARC Case Study/Knoxville ARC Local Chapter Brochure).

- | | |
|-------------------------------|---|
| • Aging caregivers | • Services to Armed Forces families |
| • Community clean-up | • Shelter services |
| • Disaster action team | • International training service |
| • Clerical work | • Health fairs |
| • Disaster communication | • VA outpatient clinic |
| • Fundraising | • Nursing home programs |
| • Health & safety instructors | • Youth Red Cross clubs |
| • HIV awareness educators | • Transportation of indigent to medical facilities. |
| • Receptions | |

What the Arc Does

The largest humanitarian organization in the United States provides relief for victims of natural or man-made disasters. Every year the ARC responds to 60,000 disasters within the United States with food, clothing, shelter and any other free emergency needs. Recently, the ARC has contributed time and money to such disasters as Hurricane Andrew, the Oklahoma City bombing and the present epidemic of homeless, starving Americans.

The Cost

The cost is the volunteer's time. To be measured, it must be weighed against activities they might otherwise participate in. Their reward is not something received directly. It is the experience and feeling they get from what others receive from them.

Placement

There are about 2,800 ARC chapters throughout the United States, according to the on-line home page. The work is primarily done on a local level and chapters unite to respond to national disasters. These 2,800 chapters account for 1.5 million volunteers across this country.

Past and Present Promotion Ideas

Advertising Policy

ARC policy dictates that no dollars contributed should be spent on the use of broadcast time or space. Past promotional efforts have come from free-exposure PSA's and corporate sponsored advertisements. Over the past five years ARC has received an equivalent of 4.1 million dollars in advertising (Ad\$ Summary, '90-'95). Plus, they have partnered with four major corporations who have paid for another 4 million dollars worth of broadcast and print advertising exposure (ARC Case Study).

The New Campaign

March of 1995 marked the "Help Can't Wait" campaign which captures the essence of ARC's mission and puts it into action. This slogan communicates two messages: There are people in need and immediate action must be taken to meet that need. The objective is soliciting a financial donation through a direct mail piece and a built-in mnemonic 1-800- HELP NOW phone number. This is supplemented with two TV commercial spots, print ads, and PSA's. Large corporations showed further support through print ad donations.

Generation X Ads

In the spring of 1995, two TV spots were created to reach the Generation X audience. The first commercial, "X" begins with a black screen and the song "Love Spreads" by the Stone Roses is playing. Various forms of an X are shown while the narrator says, "They have given our generation a label —X—generation nothing!". He then explains that Generation X can do something and asks them to volunteer for ARC. Then this grungy X is slowly rotated to form the "Geneva Cross" or the Red Cross emblem.

The second commercial, "Anthem" depicts what would appear to be a mosh pit at Woodstock 2, but as the camera pulls back, you realize it is an actual ARC disaster area covered in mud. The commercial goes on to say that ARC is the original Woodstock where intense energy is channeled. Both of these commercials have effectively targeted the Generation X crowd and will appeal to their interests. Continued efforts toward more abstract, intense commercials, i.e. Nike ads, will continue to be effective.

An Attempt in the 80's

In 1989, ARC attempted to attract the younger generation with a campaign entitled "Play Your Part". Spokespeople including Carly Simon, Branford Marsalis, Paul Schaffer, Randy Travis, Pete Sampras and more were used to attract the volunteers. Carly Simon appears in a print ad with her picture and the copy "Carly Simon plays her part for the American Red Cross". These ads are still used today. We feel the spokespeople selected for this campaign might not directly hit the younger targeted audience and consequently have little effect on their involvement.

Competitive Analysis

The primary element we are competing for is the volunteer time of each person.

	American Red Cross	Vista	Boys & Girls Club of America	AmeriCorps	Special Olympics	Big Brother/Big Sister
Mission Statement	"improve the quality of human life; to enhance self-reliance and concern for others; and to help people avoid, prepare for and cope with emergencies."	"provides impoverished Americans of all ages and backgrounds a variety of opportunities on a full time basis."	"to ensure and enhance the equality of life for the youth as participating members of diverse urban society, with special concern for the disadvantaged."	"addresses public safety, the nation's educational, environmental, economic needs and the strengthening of the community."	"to give continuing opportunities to develop physical fitness, demonstrate courage, experience joy and participate in a sharing of gifts, skills and friendship with their families."	"to give children who come from one parent homes the gift of getting closer to another volunteer adult."
TIME Commitment	Varies with volunteer work.	Varies with volunteer work.	Varies with volunteer work.	One year full-time program	Year Round	3 to 4 hours weekly
Emotional Commitment	medium to high	low	high	high	high	high
WORK Involved	Variety: Community clean-up to disaster action team.		Variety: Intramural sports to citizenship and leadership activities.	Work in teams providing services for the community and its surrounding areas.	Sports training with handicap athletes	Spending time and entertaining one child

Secondary Competition

Aside from the volunteer organizations that compete for the time of Generation X, ARC also competes with a variety of other activities and responsibilities of these young adults. These activities may include college, work, leisure activities and the inevitable inactivity. The responsibility of a family or child may also be competing factor to consider. Whatever else these young adults may do in their spare time is competition against the time they might donate to ARC.

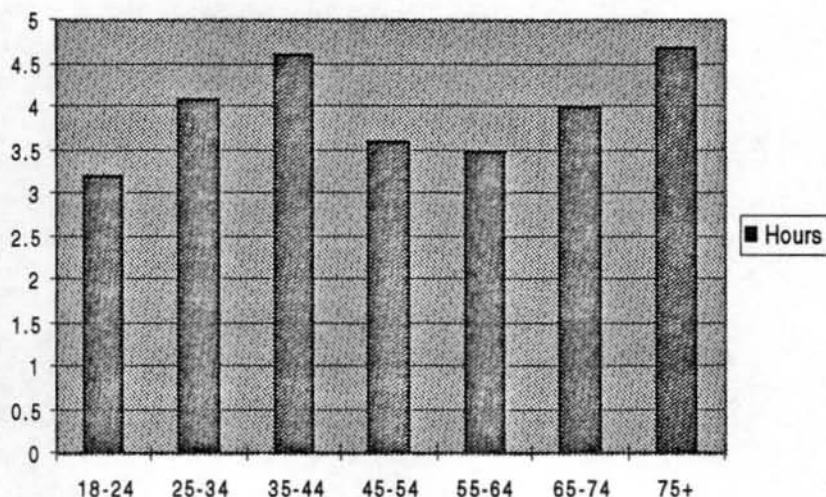


Who Is Volunteering?

Elderly ladies busy sewing a quilt for the church bazaar. College students tutoring boys and girls at a local school. Middle-aged men packing sandbags as a local river floods its usually calm shores. These all represent the American spirit of voluntarism that is still alive. According to the 1990 *Independent Sector* survey, more than 54% of Americans above the age of 18 provided unpaid work for charitable organizations in 1989 (p. 4). Though the chart to the right provides proof that voluntarism stretches across age segments, there is a distinct profile for America's most prolific volunteers.

"Individuals want to do something useful, they enjoy the work, they have a family member or friend that might benefit, or for religious reasons."

Age Group Difference in Monthly Volunteer Time



Volunteers

Because of Parent/Teacher Associations, married women ages 35-44, with at least one child between the ages of 6 and 11 are the most probable candidates for volunteer work. It is obvious that the school needs the help, the mother may feel an obligation, and she probably can find the time. For that reason, 44.5% of these women volunteer for PTA's. For women in general, church and/or religious organizations serve as the most prominent volunteer function. The February 1991 issue of *Monthly Labor Review* says that 56% of the volunteer force are women. A 1989 Gallup Report supports this statement by communicating that 45% of women participated in voluntarism, as compared to 38% for their male counterparts.

The above may describe a specific, prolific volunteer, but the profile for the national volunteer may be influenced by several factors and motivations. Individuals having religious affiliation, a college education and/or degree, a spouse, and employment all provide higher degrees of participation than those on the opposite

ends of their respective spectrums. People from the West and the South are more likely to volunteer than those from the East and the Midwest. The leading motivations for voluntarism, according to the *IS* survey, are that individuals want to do something useful, they enjoy the work, they have a family member or friend that might benefit, or for religious reasons (p.4). These factors, whether singular or in combination, should be understood when volunteer opportunities are being communicated.

How do we motivate Generation X?

The above section details factors which might lead any individual to volunteer, but the American Red Cross has a specific individual in mind and that individual belongs to "Generation X". Let us delve into the huddled mass of what America has stereotypically dubbed "the twenty nothings."

Psychographics

Generation X is energetic, but will pour our energy only into channels we feel are worthwhile: music, the environment, sports, or computers. We are the most technically literate generation yet, enjoying new technologies such as the World Wide Web. We want to be informed so we read magazines like *Glamour*, *Spin*, *Rolling Stone*, and *Harper's Bazaar*. We want what is real because we have personally experienced the crumbling of outer facades. We want to be individuals creating our own experience, but simultaneously belonging to a group. Individuality is key, but unity is a necessity.

Generation X

Take every type of person between the ages of 20 and 29, place them in a large plastic bag, shake it up, and you have our generation. From the 28 year old newlywed trying to succeed in the real world to the 20 year old college sophomore trying to find a date; from the fraternity brother driving the BMW to the alternative rocker with purple hair and multiple body-piercings— These represent the generation of Americans who take life and mold it with our own hands, our own heart, and our own experiences.

Who do we want to Volunteer?

ARC wants to draft this generation into service. The *IS* survey relates that voluntarism within the 25-34 year old age group increased from 45% in 1987 to 62% in 1989, and 18-34 year olds were motivated to serve for the same reasons as the profiled volunteers. Because this generation deals with life on the individual plane, an organization must show the person the relevant value of the volunteer experience.

Three Attributes

We believe ARC has three additional attributes which match the desires of Generation X. The organization needs energy, has a very "real" reputation for fulfilling its purpose, and allows the individual a choice in meeting volunteer needs. This segment has the energy needed to do the job, places value in people or organizations that are trustworthy, and demands the choice of doing those things which help them become a better individual. These three characteristics should be utilized to attract our charismatic, future-oriented generation. The focus group study shows greater insight into the sub-segments of this generation.

Student Impact T-shirt

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American Red Cross



Survey Results and Conclusions

A survey of 369, 20 to 29 year olds was conducted intercept-style at various Knoxville locations to get an idea of the Generation X target market's attitudes toward volunteering in general and ARC specifically.

Slightly over half the respondents reported volunteering in the past six months, for an average of about three hours per week. The most popular organizations dealt with children, religion, and education. The top three reasons people volunteered were to help others, to grow personally, and to gain resume-career enhancement.

Chief competitor

The research showed that the ARC's chief competitor is Big Brothers/Big Sisters. "The

survey revealed that Big Brothers/Big Sisters was the organization people would most likely volunteer for if they had to choose an organization." This is not surprising because activities dealing with children were the favorite of respondents. ARC offers youth services as well, but survey respondents were unaware of this opportunity. According to the research, "The American Red Cross is perceived by people as an organization that concentrates all its energy on blood donations and disaster relief ..." Time and time again, it was stressed that the American Red Cross must take advantage of the opportunity to attract volunteers to its youth services.

Survey participants had high overall perception of ARC and felt they were familiar with it as compared to other organizations. ARC presents a strong base from which to reach out to new volunteers, but before it can be successful with Generation X adjustments in how it is perceived must be

"The youth services has the potential to be the largest attraction to volunteers if the ARC repositions itself with an alternative image."

made. Survey respondents viewed ARC as a disaster relief organization. However, survey results indicate that only 3.1% of 20-29 year olds volunteering in the past six months by members of the target market was related to that sort of activity. "The obligations of school, work, friends, and other organizations required a lot of their time and energy ... The fact remains that members of Generation X are more likely to volunteer for an activity that does not deal with stressful situations such as disaster relief." (Advertising Research Group 100, Survey Results p. 10). In contrast, youth-oriented activities represented 27.4% of the volunteering done by our target market. According to the AR Group, "The alternatives which need presenting are opportunities to be a school representative, a camp counselor, or a volunteer who helps take care of sick children. Appealing to these alternatives, which are not offered by its main competitor Big Brother/Big Sister, the campaign will increase the intent to volunteer among the Generation X age segment."

Why Wouldn't You Volunteer ?

The top three factors that would restrict participation in volunteer activities were found to be:

- lack of awareness of activities
- extensive job involvement
- lack of free time.

Situation Analysis Summation

OPPORTUNITIES	OBSTACLES
• Wide spectrum of volunteer activities • Large percentage of people have volunteered and are familiar with the process • Red Cross is a nationally recognized organization. • National recognition allows for easier media donation of time and space.	• People are unaware of wide activity range, especially those for children • Unknown loyalty and motivation to volunteer services • Red Cross provides flexibility in the time needed to volunteer • Much competition for free time • Beyond the market's reach. Not on the personal level. Perceived as a national-scale need. • Deregulation allows TV and radio stations to decrease or completely drop PSA showing requirements. • People have not been personally invited to give time, just money.

Target Market

Our focus group findings and the above-stated goals draw our attention to the fact that a homogeneous campaign for twenty-somethings may not be as effective. For this reason we have selected a primary market which will narrow the focus of the twenty-something market.

Primary Target Market

Our focus group findings (next page) indicate that our target market consists of twenty-somethings, especially those with some level of post-secondary education. Voluntarism is significantly higher as the education level increases. Our emphasis will be on those who are in college and those who are recently "out" of college. Twenty-somethings just out of college may still be drawn to campus events they enjoyed while in school.

Focus Group Summary

	Motivation	Recognized Charities	Awareness of ARC activities	Most Trusted Org.	Interests	Barriers
Students	Advance careers Helping others Personal reward	ARC Habitat for Humanity Salvation Army McDonald House Greenpeace	Disaster Relief Various educational classes First Aid classes Swimming class	ARC	Kids Construction of shelter- get satisfaction from seeing results	Work Extra curricular activities Recreation
Non Students	Personal reward Helping others Camaraderie Religion Obligation	Special Olympics Habitat for Humanity Salvation Army ARC	Disaster Relief Helping the needy Teaching First Aid	ARC Special Olympics	Kids Elderly	Work & other activities
Volunteers	Love of children Giving back to the community Helping others Personal reward	ARC United Way Habitat for Humanity Salvation Army	Disaster relief First Aid class	ARC	Kids Elderly	They are volunteers
Married Couples	Personal Reward	Knox Area Rescue Mission Salvation Army ARC	Medical Care Disaster Relief	ARC Special Olympics	Kids Elderly	Time Laziness No personal invitation Fear financial commitment

Strategy Testing: Individual Impact Matters

Step one: the research

Before heading in any direction, it is necessary to get inside the mind of the target market. Our focus group research revealed that most individuals dislike the "generation" grouping, want to change their environment and like to be involved with organizations that are real and activities which produce tangible results. It is with this knowledge that we narrow our vision and explain how and why we are moving in a certain creative direction.

Step three: the testing

We developed a rating system and asked open ended questions to 22 individuals. Most concepts received positive feedback, but complaints ranged from too impersonal to overly emotional, from repetitious to being pushy. People enjoyed the concepts which mentioned individual help were exciting, upbeat and made them feel needed.

However, no concept was perceived as significantly better than the others, and we felt it was important to develop a standout strategy in an integrated communication campaign. For this reason, we developed 3 new concepts, borrowing from the previ-

"However, no concept was perceived as significantly better than the others, and we felt it was important to develop a standout strategy in an integrated communication campaign."

ous concepts, and once again tested their effectiveness. This time the concept, "Change one life, change a community" garnered a vast majority of support from the individuals tested.

Step two: the concepts

We developed six concepts which we feel captured the spirit of both volunteering and our target market. The concepts are as follows:

- **Your time is needed**
- **The inner strength of a child**
- **Building the future now**
- **Change your world through volunteering**
- **The need is here and now**
- **Helping yourself by helping others**

Step Four: Individual Impact Matters

Finally, here it is: **Individual Impact Matters**. Let's break it down to see its relevant and effective message:

• **INDIVIDUAL** - escapes the generation grouping so disliked by our target market.

• **IMPACT** - communicates changing their world which is what they want to do.

• **MATTERS** - the results are real and tangible, an important quality for Generation X.

Why does it work?

It unites the desires of the target market with the purpose of the ARC. This creative vision will propel individuals into action by providing them a logical link to make a difference.

Public Relations

Press Kit

Goal/Purpose:

- To send out an easy-to-read packet consisting of information about the American Red Cross to the selected media with a target market of 20-29 years old.
- Announce the new of the **Individual Impact Matters** campaign.
- This is a great opportunity for the ARC to release their message to various media vehicles.

Predicted Outcome:

- An understanding of the ARC and what, when, where and how the ARC is trying to reach the 20-29 age group.
- If successful, free airtime and publicity.
- A good communications link between the ARC and the selected media outlet.

Press Kit Includes:

- News release
- Advertisement(s)
- Two feature articles
- A backgrounder
- Newsletter (if current)

Media Target:

- Any medium that has a target market of 20-29 year old.
- At the local level: radio, TV., college papers, local papers, and weekenders (papers).

Newsletter

Goal/Purpose:

- To inform all of those involved with the ARC of the latest actions of this organization and future goals.
- The newsletter will have a feature style to it. Therefore, it should be fun to read and brief.

Outcome:

- Internally, the newsletter will boost the morale of the staff and volunteers.
- The newsletter will keep all of those involved updated and informed.
- Also, the newsletter will give the sponsors a sense of "ownership" and a great feeling of their importance to the ARC.

Internal/External Target

- Internal...staff, volunteers
- External...those who are connected to the ARC
 - ...corporate sponsorship
 - ...any company or individual or group that gives in some way to the ARC.

Publication: 3 times a year

- (early) spring
- summer
- (late) fall

Video News Release

Goal/Purpose:

- To produce a complete news story on video that would be airable on TV news.

Predicted Outcome:

- To use ARC's video news release as a "filler" to plug in 30-60 or 90 sec holes in the local newscast.

Key Factors to a VNR:

- Produce fillers in various lengths that have certain news value yet not time bound.
- Taped press conferences and the like in straight news format.
- Feature stories should have a feature style.
- The format and target market should conform to the different media styles.

Target Media:

- Local television will be most successful.

Copy testing

After deciding upon a creative strategy, we developed one television advertisement and eight print advertisements. These executions were then tested by group members to see which ones were more effective in their visual and motivating aspects. Group members provided individuals with a questionnaire which used the Likert scale, semantic differential, and open ended questions to gauge the individuals response. Individuals were allowed to look at each execution for two minutes and then filled in the survey. For our purposes, individuals were also asked to provide some demographic information. This testing provided us with insight into which executions to use and how to improve those that were liked. Twenty-two people were surveyed, and the average response for each question is listed below.

Rationale for Execution Selection

After averaging the results, three print executions and the television spot were selected as proper creative tools in communicating our selected strategy. The television spot was very well received by individuals and received high marks in the semantics. People were having trouble correlating the Albert Einstein and Martin Luther King Jr. executions with ARC. However, when placed in the "History Dictates" context, MLK was understood in the creative theme. The other print executions chosen were the testimonials, the "flood guy" and the "soccer girl". These executions communicated the very real need ARC has and received high marks in the semantics. Based upon copytesting, these executions were improved upon and used in the promotional themes as well.

Execution Title	History Dictates	Drawing	Albert Einstein	Martin Luther King	Try Looking Down
Likert: Best=5					
Attention	4.13	3	3.73	3.77	3.76
Directed at me	3.9	2.95	3.41	3.5	3.43
ARC in + light	3.95	3.27	4.05	4.14	4.19
Appealing	3.27	3.04	3.41	3.59	3.67
Semantic: Best=7					
Likable	5.5	3.45	4.86	5	5.14
Believable	4.77	3.68	4.91	4.95	4.9
Memorable	5.18	4	4.64	4.91	4.63
Motivating	4.59	3.22	4.41	4.86	4.76
Interesting	5.09	3.5	4.64	4.91	4.86
Pleasant	5.36	3.54	4.77	4.95	5.05
Execution Title	Hands	"One" TV Spot	Flood Guy	Soccer Girl	
Likert: Best=5					
Attention	4	4.54	4.68		4.09
Directed at me	3.54	4.04	4		3.95
ARC in + light	4.45	4.59	4.77		4.5
Appealing	3.63	4.18	4.5		4.31
Semantic: Best=7					
Likable	5.68	5.86	6.36		5.77
Believable	5.13	6.13	6.04		5.09
Memorable	5.4	6	6.09		5.04
Motivating	5.31	5.63	4.4		5.5
Interesting	5.18	5.63	6.31		4.86
Pleasant	5.13	5.36	5.54		5.45

Big Idea Individual Impact Matters

Here is where the creative executions of the big idea "Individual impact Matters" begins. Each communication category will reflect the big idea and appeal to the target market for volunteers.

TV spot ONE

A thirty second TV spot has been produced to supplement any informational communication with visual communication. The spot is called "ONE" and concentrates on the idea that one individual can impact and influence another's life. Many pictures of Generation Xers and the song "One" by U2 will appeal to our target market.

College Newspaper Testimonials

Testimonials were used in the college newspapers to emphasize the different aspects of the American Red Cross' activities. The executions remain in line with the big idea by conveying and portraying the individuals that volunteers could impact.

Creative Executions

Magazine Ads One Can Make A Difference"

The magazine ads use the headline "One Can Make A Difference" to emphasize the impact an individual can have on another. The ads will describe the individual used in the visual and then challenge the reader with the phrase "Now it is your turn." These ads will be spot color and in three different sizes: 1/4 page, 1/2 page, and full page to provide flexibility for the magazine's publisher who will be placing the ads.

Direct Marketing One Can Make A Difference"

The direct marketing piece "ONE Can Make A Difference" has been produced to be easily placed in conjunction with Visa's direct mail. The direct mail piece utilizes heavy visual content to attract the audience to relevant ARC activities. Also, the direct mail will contain a response card which will provide local chapters with a database.

Public Relations

The ARC will use several public relation tools to promote the **Individual Impact Matters** campaign on a local level. The three tools that will be utilized include a press kit, video news release, and a newsletter. The next page breaks down each tool and explains why they will successfully aid the ARC campaign.

Promotions

Three corporate sponsors were selected: Visa, Blockbuster, and Hanes to help support and supplement promotional ideas. The three promotional ideas include the use of direct mail, heavy visual reach at football games and a newly formed on-campus organization.

This facet of the ARC campaign focuses on promotional channels other than advertising and public relations. These corporate sponsors are not simply donating their funds, they are gaining media exposure worth at least three-times as much as their investment. These sponsorships are a pivotal aspect of the campaign and carry the tone of it throughout. These dynamic events perfectly coincide with the upbeat personality the sponsors try to convey. Here follows the three corporate sponsors and their adjoining promotions.

Proposed Promotions



This sponsorship is a promotional campaign aimed purely at promoting people between the ages of 20-29 to volunteer for the American Red Cross. It is primarily a Direct Mail campaign supplemented with response cards which will provide the ARC with a database.

Rationale

Most of the exposure gained will be done through PR channels; however, there will be many occasions when the program will require guaranteed advertising space. Visa sponsorship will be able to provide that. Visa is also one of the largest direct mail advertisers in the world. Their capabilities will be able to provide us with everything we need in this category of promotion.

Why Visa?

Visa puts an enormous amount of money into promoting their credit cards to college students. They know that these students will be in the upper percentile for income and job security. Visa also focuses their advertising dollars on "image" based advertising and working with the ARC on this program is definitely an image building relationship.

What will they get?

- Visa will be the exclusive sponsor of this program
- Visa will be the exclusive ARC sponsor in their product category.
- Visa will be given permission to promote their association with the ARC (permission to use logo).
- The Visa logo will be displayed as a sponsor on each ad they pay for.
- Visa will be given the opportunity to promote their credit cards to every student volunteer of the American Red Cross.
- Visa will be given permission to offer a special ARC credit card to promote to all members of the American Red Cross.
- Visa will always be given first refusal to sponsor the program.

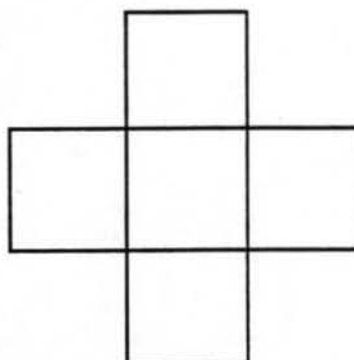
What will they give?

- This is a \$500,000 sponsorship.
- Visa will produce ARC direct mail pieces and will allow the ARC to insert them in with any Visa promotions targeted at people between the ages of 20-29.
- Visa will pay for any advertising needed that can not be gained through public relations.
- Whoever is in-charge of placing their advertising in each region, will be given the responsibility of influencing the appropriate publications/broadcast stations for low-cost or free advertising *

Direct Mail Piece
"One Can Make A Difference"

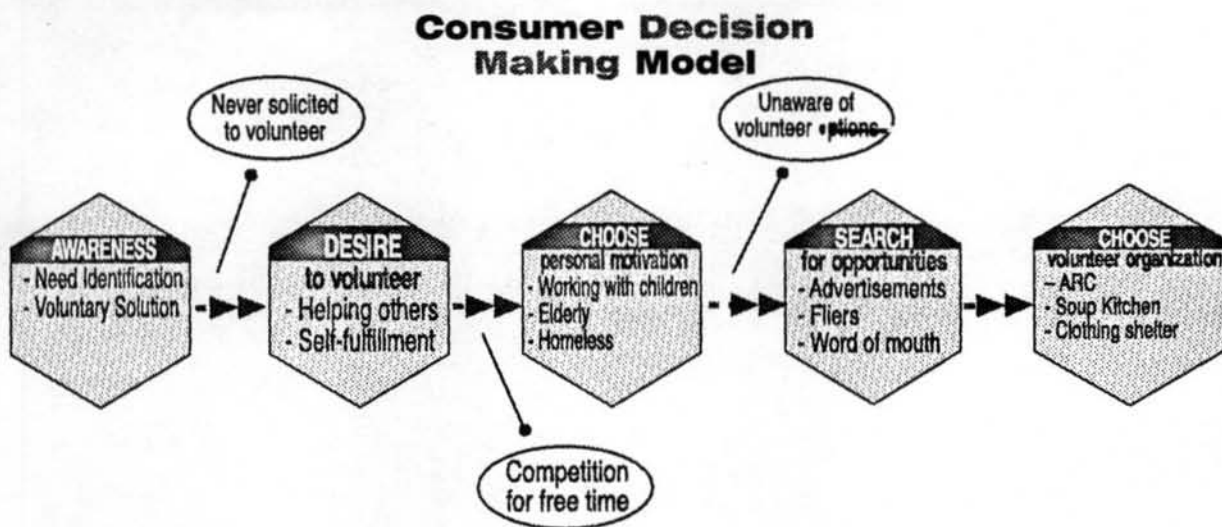


- **Folds out into cross shape form.**



Consumer's Decision Making

Even in the case of volunteer work, the consumer still goes through a decision making process. The process will take them from the awareness of a need to choosing a volunteer organization (see model below).



Communication Goals

To communicate the message that ARC offers a wide spectrum of opportunities for the twenty-somethings to volunteer on a local and personal level.

Advertising

Advertising will be used to raise awareness of the variety of the different volunteer activities available to our target market. ARC is perceived by most to be only involved in national disasters and rescues.

Direct Marketing

Direct marketing will provide an opportunity for immediate response through a response card and 1-800 phone number. The request is not for money but for volunteer time.

Public Relations

In correspondence with advertising, public relations will raise the credibility of ARC activities on the local level.

Promotion

Promotions will be used to provide that personal invitation to volunteer. An individual who is personally invited to volunteer is 3 times more likely to volunteer than the individual who is not.

Advertising Objectives

- creatively communicate the effectiveness of the individual volunteer
- increase awareness of local volunteer opportunities by 30%
- increase target market participation in ARC by 25%
- allow 80% of target market to see ARC in a positive light

ARC College Football Air Raid

Sponsored by **BLOCKBUSTER**

The ARC Air Raid is a special promotion which is aimed at gaining high visibility by using a spectacular event. Each of the 13 weeks of the college football season, four regions across the country will host and televise two Division 1A college football games. The ARC air raid will provide the final five minutes of half-time entertainment for 1 of the 2 games in each region.

At the appropriate time the band will come together in the formation of a cross (ARC logo). The band will then pause and begin playing "One", the theme song of our campaign and the song used in the TV spot. At this time, spectators will see two parachutes open up over the stadium one with a giant red cross on it and the other with a Blockbuster logo on it. As they fall from the sky with a trail of red smoke behind them, the band will break apart and form a circle for the parachuters to land in.

In addition to the half-time show, there will be 5,000 schedule magnets given out to the students of each home team. Each magnet will have the ARC logo, the slogan "Individual Impact Matters", "1-800-HELP-NOW", and the Blockbuster Video Logo printed on it.

Why **BLOCKBUSTER** Video Inc.?

The main objective of Blockbuster Video marketing concentrates on trying to set themselves apart from smaller video and music stores. They realize that most people belonging to a movie rental outlet, only belong to one. Their future depends on whether they get to non-members before their competition does. In addition to those facts, they have started a chain of Blockbuster Music stores whose marketing is almost purely focused on college students.

Rationale

This promotion will allow us to gain an extremely high level of visibility at a national level. There will be 52 shows in 13 weeks around the country. The stadiums hold anywhere from 60,000 to 105,000 people. This kind of spectacular event gains the undivided attention of most people in the stadium. TV coverage will reach the rest of the country.

Supplemented

All of this exposure will be supplemented by the work of students. The University ARC Student Impact Chapter will set up their booth the week prior and the week after to promote themselves. The three interns will spend their time before and after the game at a booth set up outside the student gate handing out promotional items and literature. In order to tie these different promotions together, the ARC will be advertising in the local college newspaper for a two week period. All of this exposure will make it an ARC week on campus.

what do they get?

- Exclusive sponsor of this event.
- Blockbuster will be the exclusive ARC sponsor in their product category.
- Permission to promote their association with the ARC (permission to use logo).
- The Blockbuster logo will be spectacularly displayed on a parachute as it falls into a crowd of 60,000 plus people.
- Blockbuster will be allowed to give out any promotional items at each event.
- The Blockbuster logo will be displayed on 260,000 schedule magnets given out over a 13 week period.
- The "ARC College Football Air Raid" name will always be accompanied by their logo or company name.
- Blockbuster will be given first refusal to sponsor the program.

what do they give?

- This is a \$500,000 sponsorship.
- Blockbuster will allow the ARC to do a "stuffer" promotion at their outlets located near college campuses and young communities.
- Blockbuster will supply the production cost of the magnets.
- Blockbuster will finance the cost of the parachute show.
- Whoever is in-charge of placing their advertising in each region, will be given the responsibility of influencing the appropriate college newspapers for low-cost or free advertising.

BLOCKBUSTER

Promotional Production Costs

Visa Exclusive Sponsorship

Direct mail piece

- cost per unit = \$.02
- quantity = 18,000,000

Total DM cost = \$360,000

Advertising dollars = \$140,000

Total dollars allocated = \$500,000

* Postage costs for DM piece are already assumed by Visa because the ARC piece will be mailed w/Visa promotions.

Visa Promotion % of Sponsorship dollars

Advertising
28%



Direct Mail
72%

ARC College Football Air Raid sponsored by Blockbuster

Jump costs (52 shows)

- Airplane rental w/pilots = \$13,000
- Jumpers = \$33,800
- Dyed smoke = \$26,000
- Parachute slips = \$8,000
- jump suites = \$8,000
- shipping costs = \$11,200

Total jump costs = \$100,000

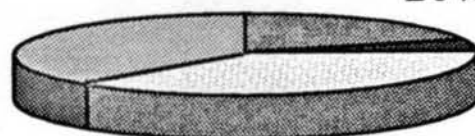
Promotional magnets

- cost per unit = \$.03
- quantity = 260,000
- printing plates = \$10,400

Total magnet costs = \$18,200

Blockbuster Promotion % of Sponsorship dollars

Advertising
38%



Magnets
4%

Stuffer
38%

Stuffer promotion

- cost per unit = \$.02
- quantity = 9,000,000
- shipping cost = \$10,000

Total "stuffer" cost = \$190,000

Advertising dollars = \$191,800

Total dollars allocated = \$500,000

Student Impact Promotion sponsored by Hanes

T-shirt costs

- cost per unit = \$5
- quantity = 45,000

Total T-shirt costs = \$225,000

Banner costs

- cost per unit = \$75
- quantity = 600

Total banner costs = \$45,000

Advertising dollars = \$230,000

Total dollars allocated = \$500,000

Hanes Promotion % of Sponsorship dollars

Advertising
46%



T-shirts
45%

Banners
9%

Source: William J. Flavin Flavin Assoc.
Target Programs Inc.

ONE CAN MAKE 4+ difference

22

1 page magazine ad

American History
dictates
that single individuals
can **IMPACT** the lives of
many.
People like
Martin Luther King Jr.
who began his
crusade for equality
while still a young man.

ONE who made a difference.

Now, it's YOUR turn.

Volunteering for the
American Red Cross
allows YOU to
impact someone's life.

Teaching kids basic first aid.

educating adults about AIDS.

Caring for the elderly.

American Red Cross

gives you the chance to
give someone a chance.



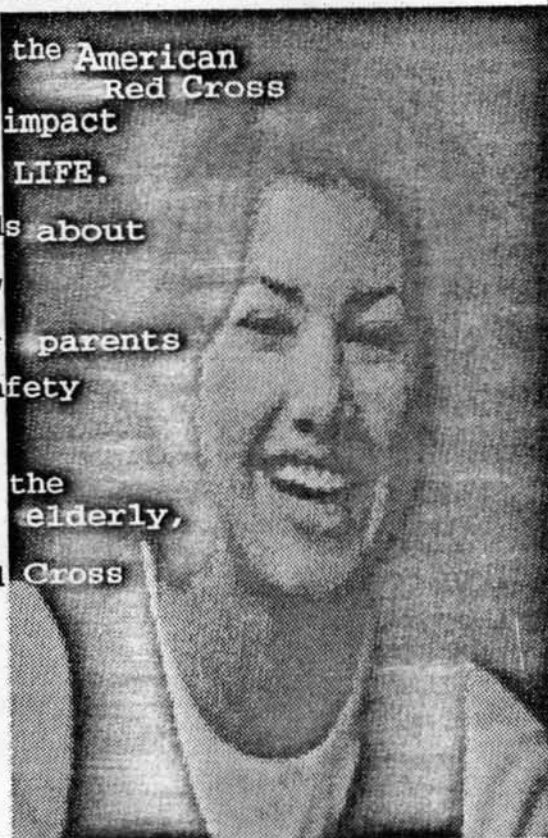
**AMERICAN
RED CROSS**

1-800-HELP NOW

1/4 PAGE MAGAZINE AD**ONE CAN MAKE A**
difference

Volunteering for the American
allows YOU to impact
an individual's LIFE.

Educating kids about
drug abuse,
teaching young parents
health and safety
procedures,
or caring for the
elderly,
the
American Red Cross
gives YOU
the chance
to give
someone a
chance.



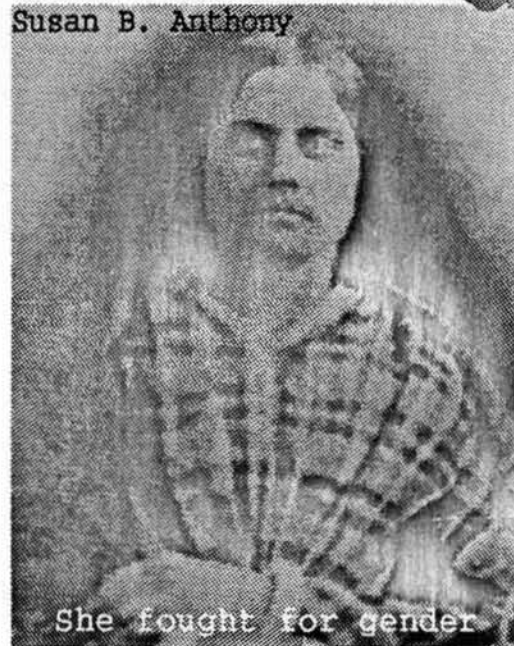
**AMERICAN
RED
CROSS**

1-800-HELP NOW

1/2 Page Magazine Ad

ONE CAN MAKE A difference

Susan B. Anthony

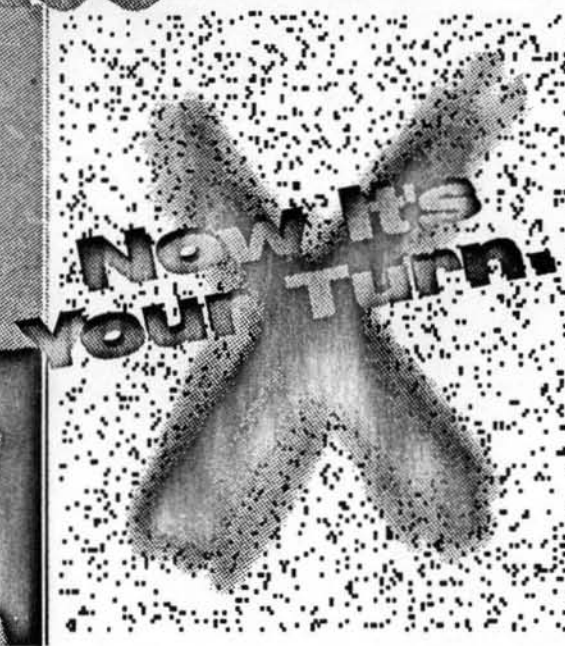


She fought for gender

Martin Luther King Jr.



He struggled for race



Each tells the American story of how **ONE** person can have real impact. **Volunteering** for the **American Red Cross** empowers **YOU** to make a difference in your community. It gives **YOU** the chance to give someone a chance, and to truly make a difference.

1-800-HELP **NOW**

"I remember this one guy..."

25

"I watched as the distant waters began rising towards my small house. I imagined losing all I had ever worked for. When, out of no where, this American Red Cross truck pulls up. Five volunteers jump out and immediately begin stacking sandbags. Thank God, help arrived. I remember this one guy in particular: twenty-something, red shirt, blue jeans. And, sandbagging as if fighting for his own house. I don't remember his name, but I'll never forget him."

Volunteering for
American Red Cross
gives you the
opportunity to help
victims of natural
and un-natural
disasters.

1-800-HELP NOW



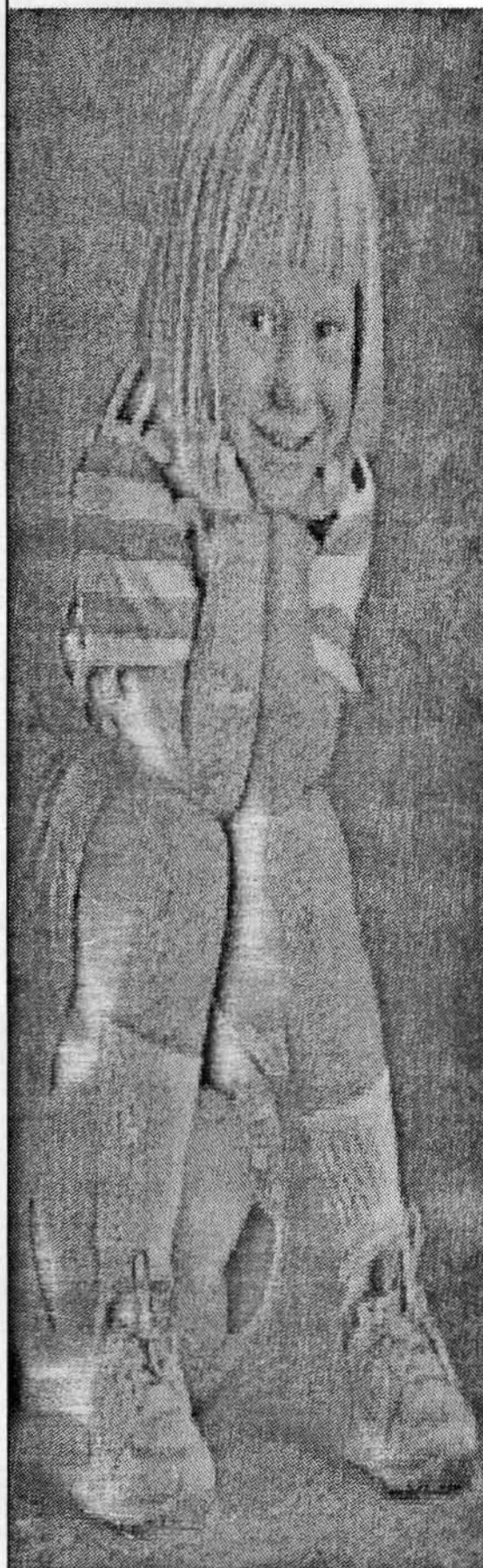
**AMERICAN
RED CROSS**
HELP CAN'T WAIT

"You could have a big impact on my life."

26

COLLEGE
NEWSPAPER

31
col.
in.



"Hi. I'm Sarah and I'm six. My mommy works very hard and sometimes she can't be there when I need someone. If you volunteer for the American Red Cross we could play soccer, or go to the zoo, or just talk about stuff. You could have a very big impact on my life, and make me feel good about myself. My mommy will be very happy and so will I."

You can make the difference
in a child's life, just like Sarah.
Volunteer for the American Red Cross.

1-800-HELP NOW



**AMERICAN
RED CROSS
HELP CAN'T WAIT**

"I Couldn't Deal With It."

27

"When my friend Shannon got AIDS terrified me. My friend was dying of a disease I knew nothing about. I couldn't deal with it. Then another friend told me about an American Red Cross program that trained people to care for AIDS victims. Learning to help my friend and his family, helped me to cope with the situation. At the same time, I learned valuable information about the disease. Today, I work actively with other young people in this program, teaching others like myself."

The American Red Cross is the national leader in AIDS Education. Volunteering allows people like YOU to combat this deadly disease, and other un'natural disasters.

1-800-HELP NOW



**AMERICAN
RED CROSS**
HELP CAN'T WAIT

According to *Handbook for Public Relations Writing*, the best way to get media placement for messages is to make those messages newsworthy. We feel that our messages are newsworthy based on the four criteria of news worthiness given in *Handbook*:

The four criteria of news worthiness

consequence

Our research indicates that members of our target market are active, caring people who resent the Generation X "slacker" stereotype. Instead, they want to feel needed and make a positive impact on the world around them. Our messages confirm the image our target market has of itself and tell twenty-somethings how they can channel their positive energy to help others. For this reason, we feel that our messages are of consequence to users of the vehicles in which we would like to place them.

interest

Our messages are visually and verbally stimulating to members of our chosen vehicles' target markets. The black and white pieces with just a touch of red will attract viewers and readers as they wade through a sea of color. The television spot contains a popular song, thus giving it the look of a music video to attract the "MTV Generation." The visual components will attract twenty-somethings' interest, and the messages conveyed will keep it as they learn how they can impact their communities and lose the negative stereotype of their generation.

proximity

This criterion is built into our overriding communication goal, which is "to communicate the message that ARC offers a wide spectrum of opportunities for the twenty-somethings to volunteer on a local and personal level." Although the American Red Cross is a national organization, as stated earlier "the work is done on a local level." Chapters do pull together for major disasters, but for the most part the American Red Cross is close to home, no matter where home is.

Ensuring Message Placement

prominence

There is no doubt that the American Red Cross is a prominent organization among members of our chosen vehicles' target markets. Our focus group results show that it is a widely known charitable organization, as well as the most trusted.

Bottom Line

The bottom line is that we feel our chosen vehicles will want to place our messages for the same reasons we chose those vehicles—our messages are enjoyed by and relevant to twenty-somethings as are the vehicles we chose. The messages and the vehicles seem to be a natural match.

ARC TV Spot "ONE" - Music by U2



Annc: Individual people living individual lives

Continued
Flashing/pulsating
images of
generation xers

Annc: People affecting People.



Annc: They say that a person will directly influence, inspire, or affect over 250 people in their life.



Annc: We ask that you don't forget the child in need of a helping friend.



Annc: The student who needs to know the dangers of AIDS.



Annc: The elderly lady no longer able to maintain her home.



Annc: The victims of a natural disaster



Annc: Or the victims of a man made disaster.



Vis: Individual Impact Matters



Vis: Please, Help Now



Vis: American Red Cross



Vis: 1-800-HELP-NOW

The Media Plan

The executions just observed were designed with a specific person, a specific message, and a specific response in mind. Message placement now becomes vital to making those specifics a reality. Properly designed messages placed in well-researched media lead to a extremely pleased client, and it is our aim to make the ARC such an entity. Following are factors which determined our media choices, goals for message placement, chosen vehicles with general explanation of choices, and finally, a schedule of when placements will occur. ARC wants the specific response of more people volunteering, and we feel that these decisions will move people to that response.

Media Critical Factors

It is important to always have foundational reasons for following a certain path, and below you will find

ours. Here listed below are both the factors and the contributions they will make in the media decision process.

Factor	Contribution
• Media were researched in the ages 18-34.	• Vehicles were sought that were believed to not be skewed toward upper range.
• Target market was focused down to "in college" students and just out of college.	• Vehicles had to be chosen that would effectively reach this segment.
• Primary target included college students	• Multiple outlets for exposure
• 85.5% of target read some type of magazine	• Led to heavy use of consumer magazines
• Corporate sponsorships were available	• Allowed large focus on two main media
• High rating for primetime target has a high index in daytime drama and late fringe television.	• Vehicles were sought which provided coverage in these two areas.
• Market enjoys visual media	• Radio was not chosen despite high rating.

Accomplishing the Task Media Objectives and Goals

Before explaining the specific vehicles to be used, we must determine our purpose. Certain questions must be answered to provide direction in media decisions. Listed on the next page is a quick synopsis of the major questions asked when determining our goals and strategies.

Answers to questions like:

Who?

When? Where?

Extent of coverage?

Length of Campaign?

Frequency of message?

will help focus our direction.

Media Direction Answers

Who :	People aged 20-29, who are currently in college or recently "out" of college
Where	This campaign provides a national scope, yet urges local action.
When	Campaign runs heavy in February and November, and run "reminding messages" heavily in early summer and late winter.
Extent of coverage:	It is our desire to reach 75% of our target market with the message of ARC.
Length of the campaign:	1 year period.
Frequency of message	Our intent is to provide a plan which would allow 70% of our target to see the message of ARC at least 4 times every month, providing 48 exposures in the year.

Direction has now been provided and below you will find specific media and advertising goals below.

Media Objectives

- National media placement should have an effective reach of 75%.
- 70% of individuals within target market should average at least 4 exposures per month.
- National media placement should have a cost-per-thousand less than \$10.00.
- Local media placement should effectively reach 50% of targeted individuals.
- Placement periods should consider seasonal activity of targeted individuals.

Message Placement Media and Specific Vehicles

After evaluating the critical factors and objectives, decisions were made for message placement. Though Simmons showed a high index and rating for radio, our focus group research indicated that visual representations of a message were better received by participants. For this reason, radio was eliminated from the placement mix. Due to the national scope of the campaign, three national media were utilized: **consumer magazines, network television, and cable television.** College students are important target individuals and needed specific focus. College newspapers provided a very inexpensive means to reaching them. Twenty-six universities were selected, mainly on enrollment and school paper circulation, to receive the message of the ARC. We realize this may be too focused, but public relations and promotional events will be supplementing this media plan with direct and interactive marketing techniques.

Once mediums were chosen, specific vehicles were selected. With a budget of \$20 million and focused medium placement, we were able to choose many varied and broad-reaching vehicles. Below you will find charts breaking newspapers, consumer magazines, and network television into specific vehicles. Cable television will communicate networks and time, but a list of specific vehicles could not be found at the present time.

Vehicles

Consumer Magazine Vehicles	Network Television Vehicles	Cable Television Vehicles
<i>Cosmopolitan, People Weekly, Rolling Stone, Sports Illustrated, Spin Glamour, Reader's Digest Gentleman's Quarterly,</i>	<i>Day's of our Lives, The Simpsons, Lois and Clark, Ellen All My Children, Young and the Restless, Coach</i>	All late fringe (11:30 PM - 1:00 AM) ESPN, MTV, USA CNN(late fringe), TBS (Monday-Saturday prime time)

Selected Universities for Newspaper Placement

West

UCLA, Washington,
San Diego State,
California-Berkeley, USC

Southwest

Texas- Austin, Arizona
State, Arizona,
Texas A&M, Houston

Midwest

Ohio State,
Wisconsin,
Michigan
State,
Illinois,
Purdue,
Indiana

Northeast

Penn State, Temple
New York University,
Maryland, Rutgers

Southeast

Florida, Georgia
Kentucky, Tennessee,
Florida State

Rationale for Newspaper Placement

We chose to place our advertisements in the largest college newspapers in each region of the United States. This decision will ensure nationwide coverage and exposure in reaching our target market. Our limited budget and the nature of acquiring money for that budget has limited us to the largest universities in each region.

Message Placement Media Schedule

College newspapers are based on 17 week semesters, providing 34 weeks per academic year. We will provide 2 messages in the first and last weeks of the semester, and 1 placement in all other weeks for a total placement of 40 messages per newspaper. Turn to the next page to find the other schedules

National Magazine Schedule

	Cosmopolitan	People Weekly	Spin	Reader's Digest	Rolling Stone	Sports Illustrated
January	0	0	1	1	2	1
February	1	0	1	1	2	2
March	1	0	1	1	2	1
April	0	1	1	1	2	1
May	1	0	1	1	2	1
June	1	1	1	1	2	1
July	0	0	1	1	2	1
August	1	1	1	1	2	1
September	1	0	1	1	2	1
October	0	1	1	1	2	1
November	1	1	1	1	2	2
December	1	1	1	1	2	1

Cable Television Schedule

	All/Children	CNN	MTV	ESPN	TBS	USA
January	4	2	2	3	3	2
February	5	4	2	3	2	3
March	4	2	2	3	2	2
April	4	2	3	3	3	2
May	2	2	4	3	2	2
June	2	2	3	3	2	3
July	2	4	2	3	2	2
August	2	2	2	3	2	2
September	3	2	2	3	2	2
October	4	2	2	3	3	2
November	4	4	3	3	2	2
December	4	2	3	3	2	2

Network Television Schedule

	Days/Lives	Restless	Coach	Lois and Clark	Simpsons	Ellen
January	3	4	1	1	1	0
February	3	4	2	2	2	1
March	2	4	1	1	1	0
April	2	3	1	1	1	1
May	2	2	1	1	1	0
June	2	2	1	1	1	0
July	2	2	1	1	1	1
August	2	3	1	1	1	1
September	3	3	1	1	1	0
October	4	3	1	1	1	1
November	4	3	2	2	2	1
December	4	3	1	1	1	1

Complete Media Placement Schedule

Media Schedule January-June

National Media	January	February	March	April	May	June
Network TV	14	19	13	13	9	9
Cable TV	12	14	11	13	13	13
Magazines	5	7	6	6	6	7
Public Relations						
Press Kit		Press kit is released at the beginning of the campaign.				
Newsletter	0	0	1	0	0	0
Promotions:						
Air Raid	0	0	0	0	0	0
Student Impact	0	0	0	0	0	0
Visa		Mailings will be at sponsors discretion, but 2 per 6 months.				
College Newspaper	104	104	130	104	78	0

Media Schedule July-December

National Media	July	August	September	October	November	December
Network TV	10	11	12	15	18	15
Cable TV	13	11	11	12	14	12
Magazines	5	7	6	6	8	7
Public Relations						
Press Kit	Press kit to be released at the beginning of campaign					
Newsletter	1	0	0	1	0	0
Promotions:						
Air Raid	0	4	16	16	16	0
Student Impact	Creates permanent chapters, but has much activity surrounding Air Raids.					
Visa	Mailings at sponsors discretion, but on 2 r 6 months					
College Newspaper	0	78	130	130	104	78

How Much for Our Message

Media Placement Cost

To the right is a cost breakdown by vehicle. Figures are given for number of advertisements, cost per ad, and total cost for the vehicle. A summation of individual medium cost and a total advertising expenditure are provided. ARC can see that this placement cost implements almost the entire budget provided.

Ad Production Costs

We are looking to attract talented production companies with this high profile national campaign. Fortunately, we have the money to do it.

According to the *Knoxville News-Sentinel*, ad production is covered as part of ad placement, so no additional money is needed for our newspaper ads.

For print production costs, two sources were consulted. William J. Flavin, owner of Flavin and Associates in Detroit, MI, estimated that a print ad would cost between \$4000 - \$6000 to produce. Flavin and Associates does work on a national level. Tombras Agency estimated that a print ad would cost \$5000 to produce. To be on the safe side, we will use the highest figure. Six ads at \$6000 each results in magazine production costs of \$36,000.

Two sources were consulted for television production costs as well. Mr. Flavin estimated that our television spot would cost between \$15,000 - \$20,000 to produce. Davis Newman Payne gave an \$18,000 estimate. Once again we will take the highest estimate and assume a television production cost of \$20,000.

Consumer Magazine Costs

	# of ads	Cost per ad(\$)	Total Cost(\$)
Cosmopolitan	8	80,445	643,560
People Weekly	6	120,000	720,000
Spin	12	25,000	300,000
Reader's Digest	12	106,000	1,272,000
Rolling Stone	24	68,780	1,650,720
Sports Illstrd	14	146,310	2,048,340
GQ	12	40,030	480,360
Glamour	12	57,710	692,520

Total Magazine Cost 7,807,500

Network Television Costs

	# of ads	Cost per ad(\$)	Total Cost(\$)
All of My Children	40	19,900	796,000
Days of Our Lives	32	20,500	656,000
Young & Restless	36	19,800	712,800
Coach	14	97,600	1,366,400
Lois and Clark	14	75,200	1,052,800
Simpsons	14	127,500	1,785,000
Ellen	7	150,700	1,054,900

Total Network TV Cost 7,423,900

Cable Television Costs

	# of ads	Cost per ad(\$)	Total Cost(\$)
CNN	36	19,712	709,632
MTV	30	22,511	675,330
ESPN	36	26,373	949,428
USA	26	39,625	1,030,250
TBS	26	42,547	1,106,222

Total Cable TV Cost 4,470,862

College Newspaper Summary (based on average)

	# of ads	Cost per ad(\$)	Total Cost(\$)
College Newspaper	1040	243	252,720

Total Advertising Cost 19,954,982

Production Costs

	# of ads	per ad(\$)	Total (\$)
Magazine	6	6000	36,000
Television	1	20,000	20,000

Total Production Cost \$56,000

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Interview William J. Flavin of *Flavin Associates.* *Target Programs Inc.* February 1996.

Interview *Davis-Newman Payne.* (423) 688-3151, March 1996.

Interview *Charles Tombras Advertising Inc.* (423) 524-5376, March 1996.

Addition:
Project Description
and
Reflections

Erin Sullivan
Chancellor's Scholar
Spring 1996

Before I discuss my contributions to and feelings about my senior project, I would first like to describe the project as a whole.

Project Description

My project is an integrated marketing campaign for the American Red Cross that was completed according to the rules of the American Advertising Federation's National Student Advertising Competition. The most important rules were that the book could not exceed 40 pages in length, and the presentation could not exceed 20 minutes. It was the sole assignment of advertising 470, the capstone course of the advertising curriculum.

My faculty mentor, Dr. Eric Haley, was our professor but he acted more as an advisor due to the nature of the course, which for all its intensity is really a review and combining of the advertising tasks we had already learned. The class consisted of three groups, each of which completed its own campaign and presented it to two judges from the advertising faculty, Dr. Ron Taylor, advertising department head, and Dr. Mariea Hoy, professor. The judges then picked the best campaign to represent the University of Tennessee at the AAF's regional competition in Mobile, Alabama.

I am sorry to say that my group was not the one chosen, but Dr. Haley and the judges told the class that as a whole we had done better work than any other class in a long time. We were all told that they would have been happy to have any of our campaigns represent the university in regional competition. For the first time ever, every group received an "A". Even though the campaign I

helped to create did not win I am proud of our work and feel that it makes a highly appropriate senior project.

Because I worked as part of a group on this project rather than alone, I would like to give credit where it is due and recognize my fellow group members. The other five members of my group were: Shannon Flavin, Angie Jernigan, Andrew Land, David Morris, and John Strange. They were great people to work with. Everyone contributed his/her share and no one was stubborn and unwilling to compromise. Everyone did quality work, with the exception of some poor proofreading which will be discussed later.

Contributions

In the earlier stages of the project, we worked together on every part and everyone contributed equally to each section. We all worked on the situation analysis and research to learn about our target market and determine which creative strategy would be best. Together we determined what our communication goal would be. At that point, it became necessary to “divide and conquer” in order to take advantage of everyone’s talents as well as get a large amount of work done before a looming deadline.

Our group of six, for a time, became three pairs. One pair worked to create our ads; one pair worked to determine our media placement and scheduling, and the other pair worked to plan our promotions and public relations. We did all work together to test our ads with members of the target market once they were completed to determine which ones to use, which to drop, and how to modify the

ads chosen. David and Andrew worked on creative; Angie and Shannon worked on promotions and PR.

The pair of which I was a part along with John designed our media plan. We decided where we wanted our messages to be placed and when. Our task was a bit nebulous because our campaign was for a nonprofit agency, so we had to rely largely on donated time and space. We attempted to solve this problem by striking a balance between where we would have most liked to see our ads and where we were likely to be able to get them placed for free. For example, we would have liked to place our ads on hit shows like Friends or ER, but their advertising time is so valuable to paying advertisers that NBC would be highly unlikely to let it go for free.

After our book was complete it was necessary for us to reunite in order to create our presentation. Together we determined which role each person would play in the presentation, but we had to “divide and conquer” again to put on the finishing touches. John and I worked together again, this time to create the slide show on PowerPoint, to which we would not have had access without my being in the Honors Program. The lounge seems to be the only place on campus that has this software. We spent many hours in the lounge attempting to reduce nearly 40 pages of material into a 20-minute slide show. We got considerable help scanning in our ads so the presentation would fit on our disk from a member of the Honors Program, Marcus Iturriaga. The slides were a success. Dr. Taylor said that they were the best slides of all the three groups’ at matching what was being said with what was on the screen.

Once all the elements were in place the six of us spent a lot of time practicing together to reduce the presentation to the allotted time and make delivery as polished as possible.

Problems

As successful as I believe our project was as a whole, there were a few problems along the way. I will discuss these problems and how they were resolved.

One problem I had was indicative of the sort of thing which occurs from time to time in the advertising business. I did not have a fully favorable opinion of the client. Although the American Red Cross has helped many people, I have heard bad things about it on occasion, especially from former members of the armed forces. These negative stories refer to things that happened decades ago, but they have influenced my opinion of the Red Cross nonetheless. My father has no use for the Red Cross after his experience with the organization in Vietnam--in the midst of a war, they charged soldiers for a simple cup of coffee. Another gentleman I talked to had a similar experience in Vietnam. The Red Cross told him to be sure each soldier took only one doughnut and cup of coffee, to which the men responded by letting them keep their refreshments. He contrasted this experience to one he had with the Salvation Army in which volunteers told soldiers to take all they wanted, and if there was not enough they would get more. This person also disliked the way the Red Cross pays high salaries to top officials when it relies on volunteer work serve its functions. He felt this amounted to taking

advantage of the volunteers. I am inclined to agree with the negative opinions of the two men I talked with about the Red Cross. I dealt with this problem by dissociating the Red Cross's work with military people from the sort of work our target market would be doing for the organization.

There were also some minor problems with the project itself, which is practically inevitable with work of this magnitude. The first disagreement arose when the time came for us to choose a creative strategy for our campaign. We had tested six potential strategies with members of our target market, and none had emerged as the clear winner. My groupmates wanted to formulate three broader strategies based on the opinions of our target market and test them to determine a winner, while I wanted to choose the one of our original six with which we felt we could do the best job. My desire to choose one of our original strategies was based on concern over our considerable time constraint and the fear that as we continued to broaden our strategy we would get farther and farther away from the results of our focus group research. I also felt there might never be a clear winner because people are so different in their opinions. The wishes of my groupmates won out, and as it turns out that was for the better. A clear winner did emerge, and although we got a bit behind on our deadlines the new strategy enabled us to create an effective campaign.

Another problem arose when we had to copy test our ads with members of our target audience to evaluate their effectiveness, determine which ones to use, and decide how to modify them if necessary. In my opinion, there were too many ads to be tested--a

total of nine. I was afraid that people would either refuse to undertake such a task or lose interest before they were finished evaluating all our executions. Also problematic was the fact that the ads were not in completely finished condition when they were tested, largely due to our getting behind in strategy testing. I wanted the people who participated in the research to see the ads as they would be seen in the media. We did manage to get our copy testing done, but I still feel the situation could have been handled better. Still, this was a minor problem and I do not think it harmed our overall campaign at all.

The order in which we had to complete the parts of our campaign caused us some trouble. Because they are the most eye-catching part of any advertising campaign, we had to create our advertisements and promotions early on so that we would have time to do them justice. However, creating finished ads before we knew in which media they would be placed seemed a bit to me like putting the cart before the horse. It was difficult for us to create advertisements when we were not sure where they were going.

The next glitch came up when it was time to create the media plan. Because we as a group had fallen behind schedule, John and I had to attempt to place ads in various media when we had not even seen the final ads. We did not know exactly what we were placing. It was also difficult for us to determine the cost of our ads when we did not know for certain what they would entail in terms of color and size. I felt then and still feel that our creative team took too long to finish our ads. The already arduous task of creating a media plan was made all the harder by the fact that our client was a nonprofit

organization and we therefore had to rely on donated time and space which we could not guarantee.

The Worst Problem

The thing I find most objectionable about the entire campaign is the number of typographical errors that were not caught and corrected by the two group members in charge of putting together our book. I realize typing, designing, and printing a book almost 40 pages long that contains a considerable amount of graphics is a gargantuan task, but proofreading is a very basic part of that task. The number of misspelled and omitted words is highly unacceptable for a project meant to be professional. Most annoying was the fact that some of these typographical errors were found in the advertisements it took them an eternity to complete. When I first entered into this major, I had a very difficult time trusting my fellow group members in a given class to do their parts of the project and do them right. I did learn to have faith in the people with whom I worked, and I was very disappointed to learn that in this case that faith had been unfounded. As it turns out, I should have proofread the paper myself. I could have saved our group from having to proofread the paper now and pay to have six more copies made, which will be a very expensive endeavor. To add insult to injury, at this time the disk containing our book has been misplaced by the person who was supposed to keep it, so the most important portfolio piece I have may not be able to be fixed at any price! More than anything else about this project, I am bothered greatly that people

who can do such great work otherwise can overlook a simple thing like proofreading, the lack of which can cause the best projects to fail under some conditions.

Summing It Up

Overall, our project was a success and as a whole my group and our instructor made me feel confident about our ability to create a good campaign for the American Red Cross. Our minor problems worked themselves out in the end and did not hinder us in any way. I am very proud of the campaign we created and would not hesitate to allow the client to use it for real. However, I was very disappointed in two of my groupmates' lack of attention to detail that led to some embarrassing errors in our book that were totally unnecessary and unjustifiable. I certainly forgive them their oversight, but I feel that attention to detail is key. I will always wish that I had a "perfect" example of my work to show prospective employers, leave with the Honors Program, and keep for myself.