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Public Relations in Practice: A Strategic Recruitment Campaign for Random Acts of Flowers

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University of Tennessee, Knoxville

Public Relations in Practice:
A Strategic Recruitment Campaign
for Random Acts of Flowers

Christina Stevens
Dr. Christina J Najera
May 11, 2023

Preface:

This work was created for the Chancellor's Honors Program (CHP) Capstone Project at the University of Tennessee, Knoxville.

This work is adapted from a group public relations campaign assignment written and developed for the PBRL 470S: Public Relations Campaigns, a capstone class for all public relations majors. The following campaign book is a completed work by Christina Stevens, modified from the originally submitted project. Aspects of the campaign book have been adjusted to reflect the purpose of the CHP Capstone Project, including the omission of portions of collaborative works.

As an imperative piece of this work, it is important to note the beginnings of this project. A preliminary meeting was held in the classroom (PR 470S) on Zoom in which students were given the opportunity to learn about the client (Random Acts of Flowers), listen to an explanation of the organization's problem and goal, and receive initial direction for the campaign. In addition, students were able to engage in conversation and asks questions of the client to enhance their understanding. Supporting documents were given to reference during campaign development. These can be found in the supporting documents section at the end of this paper. Students were split into teams to research and develop a unique campaign strategy to solve the problem presented by the client.

Students were given a semester to develop their campaigns before presenting to the client as part of their final course grade. The original version of this campaign book was presented to the board of directors of Random Acts of Flowers Knoxville chapter in the classroom on December 6th, 2022. Upon presentation, students were given feedback from the client and the professor of the class. Grades were calculated based on a combination of client and professor critiques.

Upon presentation completion, further critique was requested from the professor for the purpose of this project and was used to create its final version. Revisions and modifications were made where appropriate for the CHP Capstone Project.

It is important to note the how primary research was conducted. A series of interviews were conducted by members of the group over the phone and by email. Ronald McDonald House Charities in Asheville, NC, Charleston SC, Columbia, SC, and Durham, NC and the national chapter were contacted for purposes highlighted in this campaign. Of the five contacted, Charleston, Columbia, and the National chapters gave feedback. Each chapter was interviewed using the same set of questions. Interview questions can be found in the supporting documents section at the end of this paper.

All formatting and use of color beyond this page were used to enhance the presentation of this campaign and used as an element of public relations strategy.

Further, this is an original piece of work and is copyright reserved by Christina Stevens, 2023.

random acts

O F F L O W E R S ®

STRATEGIC RECRUITMENT CAMPAIGN

Prepared by
Christina Stevens

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CAMPAIGN PURPOSE

Client Direction:

This campaign was developed with the client's needs in mind and centered around their problem statement. Their requests and problem statement are outlined below:

"The ripple effect created by Random Acts of Flowers (RAF) is at a tipping point. An anonymous benefactor provided a substantial one-time gift with a single stipulation: chase a big, impossible goal: Open 30+ new RAF locations in the next 3-5 years. To achieve this, RAF developed an affiliate program that allows anyone around the world to found an RAF affiliated non-profit in their community.

The Random Acts of Flowers Affiliate Program is seeking to nationally expand the mission of personally delivering repurposed flowers and moments of kindness to individuals in healthcare and long-term care facilities. We plan on doing so by finding entrepreneurial individuals in local states to champion the project of setting up their own nonprofit, leasing our intellectual property, branding, and logo. In the name of operational efficiency, we have decided to focus our initial efforts on the Southeastern United States." (See Appendix E for full text)

CAMPAIGN PURPOSE

Campaign Direction:

This campaign was developed as a strategy to aid the non-profit Random Acts of Flowers in accomplishing their long-term goal of opening 30+ new RAF locations in the next 3-5 years.

This campaign was designed to increase recruitment of affiliate partners and eventual establishment of affiliate programs.

EXECUTIVE SUMMARY

In order to help Random Acts of Flowers (RAF) take a step towards achieving the “big, impossible goal” set by their anonymous donor, this campaign was created to help recruit affiliate partners and, in effect, establish affiliate programs across the Southeast.

This strategic campaign relies on two objectives: 1) marketing the affiliate program to well-suited individuals to become future affiliate partners and 2) expanding RAF’s resources. In doing so, RAF will be better equipped and better prepared to welcome new affiliate programs in the future. To diminish the current stumbling block in affiliate program expansion, it is imperative for RAF to accumulate resources by means of finances, materials and connections. With extensive research and consultation with knowledgeable individuals in the industry, this campaign is a plan to help RAF to successfully enter new communities.

SITUATION ANALYSIS

Company:

Random Acts of Flowers is a nonprofit organization established in 2008 that seeks to “inspire and nurture a culture of care and compassion”. RAF’s services provide patients in medical facilities with encouragement through sustainable floral bouquets made of recycled arrangements and assorted flowers, ribbons, vases, wires, etc. The mission at RAF is to “improve the emotional health and well-being of individuals in healthcare facilities by delivering recycled flowers, encouragement, and personal moments of kindness”. Their core values include fun, passion, accountability, and excellence and serve to enrich their purpose and expand the organization’s interactions with others. RAF’s services have resulted in the improvement of patients’ health and well-being as well as waste reduction through the recycling of flowers, vases, and other materials. Aside from their founding location in Knoxville, TN, RAF has locations in Indianapolis, IN, and Tampa Bay, FL, and are looking to expand across the southeast with the help of their affiliate program.

*Quotations taken from RAF website.

07

Customers:

RAF seeks to cater to those in medical facilities in communities across the country to further their mission of inspiring and nurturing a culture of care and compassion. Their services are extended to patients in need of kindness and encouragement, and recipients are often those who undergo treatment/recovery without visitation from friends and family.

Of the recipients of RAF's services, 81.1% reported they had not received other gifts outside of the RAF's delivery and 11.3% say that RAF volunteers were the only visitors they had during their hospital stay. RAF's services are often provided to patients in low spirits to combat poor emotional and/or mental states. When asked, almost 95% of recipients who self-reported that the unexpected delivery from RAF improved their overall emotional wellness, with 73.5% reporting "extreme improvement".

RAF's impact is not limited to specific patient conditions and facilities, but is extended to all those in healthcare systems who could use a little unexpected kindness. Patients are selected to receive services from RAF upon their reference by nurses and doctors within partnered facilities. Patients do not pay for arrangements and services provided by RAF. In addition, friends and family cannot purchase arrangements on behalf of their loved ones as arrangements are made from recycled and donated materials only. Requests for RAF services outside the recommendation of facility staff are not accepted.

Collaborators:

As a non-for-profit, RAF receives all of their materials and operating funds by donation. Provider partners such as wholesale floral companies, grocery stores, memorials (funeral homes), and weddings/events supply materials for flower arrangements, which come from recycled floral arrangements and flowers, left-over ribbons, wire, bows and other materials used by wholesale floral companies, supermarkets, events and memorials. Arrangements from RAF and are delivered to hospitals, long term/senior care facilities, memory care facilities and dialysis centers relevant to the area of their supply and recipient partners. Corporate partners give both their time and financial support to RAF. Corporate partnerships can span from arrangement assembly and delivery to donations on behalf of a company or group. Other sources of funding include generous donors at the corporate level as well as public funding, fundraising events, grants, and individual donors known as the Perennial Society. The Perennial Society is a 5-tier donation bracket in which supporters can give annually to RAF.

Competitors:

While the mission and culture are unique to the non-profit, RAF has many competitors who fight for some of the same resources. The recycled materials used to construct arrangements are one of the most valuable shared resources among RAF and its competitors.

Competitors (continued):

Fighting for resources is a hurdle the nonprofit must overcome in order to continue to provide their services in a community. Lack of resources directly effects their ability to serve the community and can create an exigent problem in regards to operations when they are scarce. In addition, RAF must compete with other nonprofits and charities in the community for financial aid from donors. While their mission may be different from others, RAF still has to fight for a share of donors' financial gifts.

Climate:

RAF has found success in the southeast and looks to expand upon their prospects in the region. Upon further research, the southeastern cities of Asheville, NC; Charleston, SC; Columbia, SC; and Durham, NC look to be viable communities for fostering RAF in new locations. Their similarities to Knoxville, RAF's first and most successful location, create the basis for further consideration. Amongst other things, Knoxville has a number of factors that likely play a role in the success of RAF such as a high average household income, high age demographic of residents 55+, and a large medical and healthcare facility network.

The Situation:

RAF is seeking to expand to other cities across the southeast. To do so, they have created the affiliate program (an expansive resource kit with information, contacts and professional leadership), which gives affiliate partners the tools they need to establish themselves

The Situation (continued):

In a new city. This tool kit presents the process for establishing and managing an RAF program and explains its operations and demands. To begin to establish new affiliate programs as part of their long-term goal, RAF is seeking the right individuals to lead them. Ideally, they are searching for entrepreneurs interested in non-profit startups who are willing to invest their time, money, resources, and community connections and to be an advocate for RAF's mission. RAF is also interested in those who are highly motivated, have strong interpersonal skills, are passionate about helping others and strong leaders both in business and in the community.

The Problem:

RAF faces an issue in finding well-suited individuals to start new affiliate programs across the southeast. Interest in the affiliate program is moderately high, however, individuals often become disengaged due to the demands of the affiliate kit. Many go through the preliminary parts of the process just to back out. While RAF provides many resources for those interested in the affiliate program, feedback has concluded that the nonprofit asks for too much and this has been a big turn off for many of those who have started the process.

S.W.O.T. ANALYSIS

Strengths:

- RAF is already well established in 3 cities and can build off of the resources and strategies that make those a success.
- RAF has many established partnerships with provider, recipient, and corporate partners.
- RAF services improve the emotional health and well-being of individuals in healthcare.
- RAF services are cost-efficient and renewable.
- RAF services are provided, free of charge, to individuals in need and are fueled by others' care and compassion.

Weaknesses:

- RAF doesn't have a strong presence on social media.
- The affiliate program is costly and has been a stumbling block in the recruitment of affiliate partners.
- As a smaller nonprofit, RAF doesn't have the necessary resources to expand as it stands now.
- The "big, impossible goal" set by RAF's anonymous donor is steep given the timeline and their current resources.
- 100% of resources come from donors and are unpredictable.

Opportunities:

- By using other successful nonprofit organizations as a model, RAF can learn from best practices for growth and expansion.
- RAF has the opportunity to utilize partnerships in several industries.
- Affiliate cities with major universities create the opportunity for greater industry connections and potential partnerships.
- Getting connected in the community of prospective affiliate program locations prior to establishment allows RAF to network, gain resources, and test if the city is a good fit.
- With arrangements provided free of charge, RAF can offer their services to any healthcare facility they are invited to without external budget constraints.

Threats:

- RAF has to compete for resources with other nonprofits.
- Donations ebb and flow creating an unpredictable cash/resource flow and creates uncertainty when developing budgets for expansion and recruitment.
- Outstanding barriers to entry in different cities could keep RAF from expanding.
- An oversaturated market in different cities could prevent RAF from ever entering a community.

SECONDARY RESEARCH

Summary of Client:

Random Acts of Flowers is a nonprofit organization that seeks to “inspire and nurture a culture of care and compassion”*. RAF’s services provide ill or impaired patients with encouragement by providing sustainable floral arrangements made of recycled bouquets and assorted flowers, ribbons, vases, wires, etc. RAF’s mission is to “improve the emotional health and well-being of individuals in healthcare facilities by delivering recycled flowers, encouragement, and personal moments of kindness”*. Their core values include fun, passion, accountability, and excellence and serve to enrich their purpose and expand the organization's interactions with others. RAF's services have resulted in the improvement of patients’ health and well-being as well as waste reduction through the recycling of flowers, vases, and other materials. Aside from their founding location in Knoxville, TN, RAF has locations in Indianapolis, IN, and Tampa Bay, FL, and are looking to expand across the southeast with the help of their affiliate program. While RAF provides many resources for those interested in the affiliate program, feedback has concluded that the nonprofit asks for too much and this has been a big turn off for many of those who have started the process.

*Quotations taken from RAF website.

Summary of Client (continued):

Ideally, they are searching for entrepreneurs interested in non-profit startups who are willing to invest their time, money, resources, and community connections and to be an advocate for RAF's mission. RAF is also interested in those who are highly motivated, have strong interpersonal skills, are passionate about helping others and strong leaders both in business and in the community.

Industry:

RAF functions by a governance of the board of directors with contributions from partners, donors, and the help of volunteers. The board of directors is led by the executive director, program manager and program associate who work in tandem with other valuable members of the board. Many of these members are affiliated with established RAF partnerships in the community and are large contributors to coordinating and obtaining resources for the organization.

A strong way to recruit well-equipped new board members is to look into those in the community who already have strong connections in one or more industries of relevance. Some suggest searching for these individuals by talking with local businesses, pre-existing networks and contacts, and reading stories about people in the local news. For instance, an individual in an influential position within a local healthcare facility would aid the organization in finding recipients as well as potential healthcare system partnerships.

Industry (continued):

When looking for candidates while starting a nonprofit, organizations can take it a step further, looking into the connections of potential contacts as well. For example, if RAF is in contact with an individual associated with a healthcare system in the community, they can more easily find a person who has been impacted by RAF's mission. This chain of connections could lead to discovering a passionate affiliate partner.

In addition, there are many entrepreneurs searching for the right opportunity for them within local and regional entrepreneurship organizations. These individuals could be valuable new partners for RAF. There are many reasons for entrepreneurs to take on a nonprofit startup and even more reasons for RAF to partner with them. In the care of a passionate entrepreneur, the startup process for an affiliate program may be quicker and more efficient than if done so otherwise. For those already in a position of leadership in a business, adding a nonprofit partnership venture is a good way to increase the value of the business. Additionally, partnering with an already successful business can help offset affiliate program startup costs and get them off the ground faster.

Likewise, creating relationships with relevant companies/organizations can increase the nonprofit's capabilities through finances, resources, and industry connections. Major corporations may be willing to not only donate, but become a partner as their role in a partnership may afford them certain benefits as well.

Industry (continued):

In the interest of partnerships, it is not unlike healthcare organizations to merge and create large healthcare networks, spanning across the medical field. Getting connected with one of these mergers could solidify resources and possibly funding for new affiliate programs. The people to contact would be the managing director of mergers and partnerships.

In the same fashion, RAF can learn from the example set by other nonprofits to search for and establish connections with businesses and explore how they can support each other in different ways.

Impact:

RAF positively impacts the lives of those in healthcare facilities in communities across the country. Floral arrangement deliveries have been proven to have a positive effect on the health and well-being of recipients. Of the recipients of RAF's services, 81.1% reported they had not received other gifts outside of the RAF's delivery and 11.3% say that RAF volunteers were the only visitors they had during their hospital stay. RAF's services are often provided to patients in low spirits to combat poor emotional and/or mental states. When asked, almost 95% of recipients who responded self-reported that the unexpected delivery from RAF improved their overall emotional wellness, with 73.5% reporting "extreme improvement"*.

Improving the well-being of RAF's recipients is only part of their impact. RAF operates on 100% recycled materials. All unusable elements are composted and used by landscapers, gardeners and other partners in the community. In order to keep their efforts sustainable, RAF is dedicated to keeping floral materials out of the landfills.

Expansion:

In an effort to meet the “big, impossible goal” set by RAF’s anonymous donor, this campaign includes several aspects geared toward expansion, starting with the identification of future host cities. This first involved research on the Knoxville RAF, the most successful affiliate program, and how the city plays a part in its operations. The Knoxville RAF was used as a reference point to identify and evaluate other cities in the southeast with key characteristics similar to Knoxville. This search evaluated characteristics such as average income levels, percent of the population 55+, and connection/proximity to large medical facilities. These demographics were chosen as they are believed to be instrumental to the success of RAF in its current cities and likely to be in future locations as well.

In specific, average income was considered as it has a direct impact on RAF’s ability to raise and receive resources and funds. Aside from corporate partnerships, there is greater potential for individual and group donations in these locations, something RAF relies heavily on. Percent of the population 55+ seeks to identify cities with the potential for the greatest need for RAF’s services. Lastly, connection and/or proximity to large medical facilities is imperative as it is the access point to establish strategic partnerships and identify a consumer base. There is further potential for connections to large hospitals and healthcare systems to help push RAF’s mission throughout the community and eventually pave the way for national expansion opportunities. Through this research, four well-suited cities for RAF affiliate programs have been identified: Asheville, NC; Charleston, SC; Columbia, SC; and Durham, NC.

Expansion (continued):

Each of these cities were chosen as they bare comparable averages to relevant statistics of Knoxville. In regards to average (individual) income, Knoxville averages \$36,000 with Asheville at \$46,000, Charleston \$61,000, Columbia \$44,000, and Durham \$54,000; each having comparable advantages. In regards to the percent of the population 55+, Knoxville is recorded as 23.6% with Asheville at 29.2%, Charleston 26.1%, Columbia 19.2%, and Durham 21.4%. Although the percentages are lower in Columbia and Durham, looking deeper into population statistics, this disadvantage is diminished as all four cities (Asheville, Charleston, Columbia, and Durham) have over 14% of the population being over the age of 65. Because of this, Columbia and Durham are still considered to be viable cities as, in adjusting the frame of scope, it is clear older-aged individuals are still a large portion of these cities' populations. Lastly, in regards to medical facility locations, amongst many other healthcare systems, Knoxville has UT Medical Center which is conveniently connected to the University of Tennessee and the Tennessee System, opening up to more resources than one. Likewise, we see a similar structure in Charleston with MUSC Health University Medical Center (a university hospital associated with the Medical University of South Carolina), Columbia with Lexington Medical Center (a medical complex with multiple locations), Durham with Duke University Hospital (associated with Duke University), and possibilities in Asheville with Mission Hospital.

Affiliate Partners:

During the initial consultation with the client, the members of the board expressed interest in enlisting passionate entrepreneurs to become affiliate partners. With this request in mind, the first point of research for this campaign was how to find and reach these individuals. This research resulted in the identification of several entrepreneurial groups/organizations within the four proposed cities in which RAF is recommended to pursue. In addition to entrepreneurs, research was postured to identify and appeal to philanthropists as their passion will be an asset to RAF and future affiliate programs. With these two groups of people in mind, a comprehensive list of groups and organizations was compiled for RAF to use. The proposed use of this list will be further elaborated on when it is revisited in the tactics section. (See appendix for full list)

Summary of Secondary Research:

The direction of this research was deliberately taken to narrow the search for affiliate partners and investigate more minutely. By starting the search focusing on affiliate partners with no regard for location, a lot of good work would have been done to find potentially unusable information. Identifying potential new locations allows for future affiliate partners to be found and reached with more precision. From this research, Asheville, Charleston, Columbia, and Durham were identified. These cities were of interest because of relative comparability that positively correlated with Knoxville. Some notable attributes of these cities include a population with >14% over the age of 65, an average income of \$44,000+ and proximity to one or more large healthcare facilities.

SECONDARY RESEARCH STATISTICS

Percent of population 55+

23.6%
Knoxville

29.2%
Asheville

21.4%
Durham

26.1%
Charleston

19.2%
Columbia

Average yearly income

36K
Knoxville

46K
Asheville

54K
Durham

61K
Charleston

44K
Columbia

Potential for connections to large medical facilities

**UT
MED CENTER**
Knoxville

**MISSION
HOSPITAL**
Asheville

**DUKE
UNIVERSITY**
Durham

**MUSC
MED CENTER**
Charleston

**LEXINGTON
MED CENTER**
Columbia

PRIMARY RESEARCH

Introduction:

The problem facing RAF is successfully finding and recruiting individuals to establish and lead affiliate programs in new locations across the Southeast. To ensure the success of future affiliate programs in new locations, research was conducted to identify cities with well-suited environmental and community culture for RAF. From this research, Asheville, Charleston, Columbia, and Durham were identified. These findings became the starting point in finding and recruiting affiliate partners and directed the next phase of research with added precision.

Description of Primary Research:

During the secondary research phase, a noticeable pattern emerged—every city of interest had an established Ronald McDonald House Charities (RMHC) chapter. With RMHC having a similar mission and working in the same realm of service as RAF, there was evidence that there may be something to learn from them. This idea is where the direction for this campaign's primary research originated. RMHC is a nationally recognized nonprofit that has found success in over 350 locations and has numerous corporate sponsors and partnerships. In efforts to understand how RMHC is able to find success in their many different chapters across the country, raise funds, and continue to expand, primary research was conducted on their internal operations. Interviews were conducted with RMHC chapters in Asheville, Charleston, Columbia, Durham and the national chapter for educational purposes and to further this campaign.

Primary Research Findings:

A series of phone and email interviews were conducted with representatives from RMHC's in Charleston, Columbia, and the national chapters to learn more about how they operate. Each chapter was interviewed using the same set of questions, inquiring about how their respective cities are a good fit for them as well as if/how RMHC is supported by the community.

RMHC Columbia revealed that they receive a lot of their funding and resources from the community, and that is what contributes most to their success. Their biggest word of advice for RAF is to be well connected wherever they are. RMHC is dependent on the communities they're in and emphasize the importance of giving back and investing in them in return for their support. They explained that creating a robust network in the community (in specific, Columbia), especially those they interact with through their services, provides them the most support. For funding, RMHC relies on partnerships, events, grants, memorials, and independent donations to stay afloat.

As for the recruitment of affiliate partners, RMHC Columbia indicated that their board of directors were chosen from individuals in the community that had invested in the organization in one form or another. RAF is advised to follow a similar pattern.

Based on guidance from RMHC Columbia, it was concluded that the best course of action for establishing a new affiliate program is threefold: 1.) dig into current connections, 2.) establish new ones, and 3.) look to like-minded organizations to get the ball rolling.

Primary Research Findings (continued):

In conversations with RMHC Charleston they revealed their system for developing and facilitating partnerships. Organizations regularly reach out to their marketing and advertising team who bring proposals to RMHC board members to discuss the potentials of the opportunity for both parties. RMHC then begins to coordinate with the partnering organization to plan an event that highlights both parties' missions and can raise funds for both causes. Once established in a new city, RAF can use this structure to efficiently way the benefits of new partnership opportunities.

In addition, RMHC Charleston mentioned the importance of getting deeply connected local leaders with access to other influential people in the community to represent or get involved with them in some way. Additionally, RMHC Columbia and Charleston were open to the idea of a partnership with RAF. Charleston RMHC, who uses a local flower shop for all of their events, would even be willing to help RAF gather resources and get connected further in the community.

PROBLEM STATEMENT:

“

Random Acts of Flowers faces the problem of finding well-suited individuals to establish new affiliate programs in cities across the southeast.

”

GOAL:

“

To improve Random Acts of Flowers' success rate in recruiting individuals affiliate partners by connecting them to their communities and relevant stakeholders.

”

OBJECTIVES:

1. To reach and market to individuals about being affiliate partners in four cities within one year.
2. To expand upon Random Acts of Flowers' resources by raising funds and materials in four cities within one year.

STRATEGIES:

1. Seek out and recruit entrepreneurs to be RAF affiliate partners.
2. Create a solid foundation for affiliate partners to establish new locations by providing materials and finances on the front in.
3. Partner with local organizations, incubators and communities in the southeast region.

TACTICS

In order to help RAF open new affiliate programs across the Southeast and achieve the campaign goal, the organization must build a strong foundation in communities they wish to enter before they hit the ground. By developing a well rooted network within their future communities, RAF is able to eliminate uncertainty in regards to resource accumulation. Focusing on Asheville, Charleston, Columbia, and Durham in specific will allow RAF to find well-suited affiliate partners with more precision and set them up for success prior their establishment.

1. Attend local charity day and entrepreneurial events (such as philanthropy events, conferences, expos, networking events, etc.) and table in Asheville, Charleston, Columbia and Durham to spread awareness of RAF, provide information and network with potential affiliates. Provide RAF swag and information handouts to take home. (See Appendix C)
2. Speak to local entrepreneurship and philanthropy groups/organizations and present on the impact of RAF in existing communities and how to start an affiliate program using the affiliate kit. (See Appendix D)

TACTICS

3. Use an email campaign to personally invite well-suited individuals to apply for the affiliate program. From the contacts made at events RAF has attended, invite individuals with strong potential to dinner to talk about a future with RAF. (See Appendix A)
4. Host a resources and funding drive (an R&F Drive for RAF) with local churches in the Asheville, Charleston, Columbia and Durham area. This will enable RAF to network in the community, stockpile materials, and raise funds to gift to affiliate partners as they open new locations. (See Appendix B)
5. Apply to be a part of local entrepreneurial incubators in order to receive strategic advising and support.

TIMETABLE

This campaign was created with the intention of helping RAF achieve their organizational goal within 3-5 years.

Over the course of one calendar year, this campaign's objective is to provide RAF with the necessary resources for success upon establishment in Asheville, Charleston, Columbia and Durham through materials, finances, and community connections. One calendar year gives RAF the time it needs to scope out these potential new locations, become connected within the community, and create a network of support. During this time frame, RAF board members will visit prospective cities for various events and to carry out activities needed to recruit affiliate partners.

Included in this campaign's budget is 4 weeks of travel with 1 week in each city as the starting point for recruitment activities.

BUDGET

INCLUDES:

- 4 WEEKS OF TRAVEL
- MERCHANDISE AND EVENT MARKETING
- RECRUITMENT DINNERS

4 Weeks of Travel (for 2) \$7,000

Gas (\$350 x 4)
 Food for 2 (\$600 x 4)
 Hotel (\$700 x 4)
 Misc./Emergency (\$100 x 4)

Event Marketing \$3,000

200 Pens (\$58) (\$290 for 1000)
 100 Phone Wallets (\$112) (\$1.12 each)
 100 Note Pads (\$80) (\$200 for 250)
 200 Brochures (\$12) (\$60 for 1000)
 = \$262 x 4 Cities x 2 Events = \$2,096
 Misc. Marketing (\$50 Banner, \$50 Folding Table, \$125 Tent = \$225) = \$487

Recruitment Dinners \$4,000

Dinner for recruiter and potential partner (\$100)
 ~ 10 Potential partners per city (\$100 x 10)
 4 Cities to meet with potential partners (\$1000 x 4)

BUDGET TOTAL \$14,000

EVALUATION

The success of this campaign can be measured by evaluating the campaign's objectives:

1. To reach and market to individuals about being affiliate partners in four cities within one year.
2. To expand upon Random Acts of Flowers' resources by raising funds and materials in four cities within one year.

Since the campaign will last one year, it will take at least a year to see results and begin to evaluate. Success in relation to this campaigns will come in two forms: If Random Acts of Flowers is able to successfully network in prospective cities, it will allow the non-profit to recruit and train new affiliate partners. If RAF is able to expand their resources in each city, it will make establishing new affiliate programs more achievable.



APPENDICES

Appendix A	A1
Appendix B	A2-3
Appendix C	A4-7
Appendix D	A8-9
Appendix E	A10



A 1

APPENDIX A

EMAIL CAMPAIGN - SAMPLE EMAIL

(Insert name),

I hope this email finds you well. My name is __ (Name) __ with Random Acts of Flowers and we spoke at __ (Event) __. I just wanted to say that it was great meeting you and learning about your provisions for the future.

As __ (Position) __ for Random Acts of Flowers, myself and the board of directors admire your passion and drive and feel that you would be a great addition to our team. Your resourcefulness and ability to lead is what Random Acts of Flowers needs.

I would love to talk to you more about Random Acts of Flowers and provide you our affiliate kit for free! I'd like to discuss more with you over dinner and get your thoughts. Let me know when would work best for you and I look forward to hearing from you soon.

Kind regards,
(Insert signature)

R&F DRIVE PITCH EMAIL

(Insert name),

My name is __ (Name) __ and I am the __ (Position) __ for Random Acts of Flowers and we are a non-profit based in Knoxville, TN whose mission is to provide those in hospitals and healthcare facilities sustainable floral arrangements to provide encouragement and kindness. Our vision as a flower charity is to inspire and nurture a culture of care and compassion.

As a non-profit, Random Acts of Flowers receives 100% of resources from donation. We have used recycled floral arrangements and materials and funding from local organizations, companies, and individuals to give to those in need of encouragement since 2007. Random Acts of Flowers was established in Knoxville, TN and has since expanded to Tampa Bay, FL, and Indianapolis, IN, and looking to expand further! We have heard of many good things about the community in __ (City) __ and would like to establish ourselves here in the future.

In order to do so, we need to have the resources, funding and connections to survive in a new city. We believe that with the help of communities like yours at __ (Church) __ we will be able to successfully service __ (City) __. We would like to talk to you about hosting a Resources and Fundraising Drive (R&F Drive) for RAF! A Resources and Fundraising Drive provides us with the new or recycled materials needed to provide flower arrangement to those in healthcare facilities. For those unable to donate materials or wanting to give more, financial donations can be used to offset costs for families and provide Random Acts of Flowers financial flexibility during seasons of low resources.

We at Random Acts of Flowers would be honored to work with __ (Church) __ in any way we can. Feel free to reach out with any questions or concerns and I will be happy to work with you personally to coordinate arrangements. Thank you for your time and consideration and I look forward to hearing back from you soon!

Kind regards,
(Insert signature)

CHURCHES FOR R&F DRIVE

Asheville, NC

- Elevation Church
- Seacoast Church
- New Life Community Church
- First Baptist Church

Durham, NC

- Elevation Church
- NewHope Church
- Grey Stone Church
- World Overcomers Christian Church

Charleston, SC

- Seacoast Church
- Awaken Church
- Coastal Community Church
- James Island Christian Church

Columbia, SC

- Elevation Church
- Midtown Fellowship Church
- First Baptist Church of Columbia
- Gracelife Church

LIST OF EVENTS***Asheville:***

- Asheville Entrepreneurship Week
- Incredible Towns Business Social
- Relay For Life

Charleston:

- Made Entrepreneur Gathering
- North Charleston Business Expo
- Relay For Life

Columbia:

- Growth Summit - Entrepreneurship Event
- Entrepreneurship Coaching Event
- Women in Philanthropy Annual Leadership Breakfast
- Relay For Life

Durham:

- Durham Business Networking Nights
- Community Business Entrepreneurship Social Events
- Relay For Life

INFORMATIONAL BROCHURE SIDE 1

random acts
OF FLOWERS®

WHO WE ARE

Random Acts of Flowers improves the emotional health and wellbeing of individuals in healthcare facilities by delivering recycled flowers, encouragement and personal moments of kindness.

Using flowers as the vessel, our vision is to inspire and nurture a culture of care and compassion.



While Random Acts of Flowers directly serves people struggling with illness, injury or the aging process, our reach goes well beyond the recipients to impact their families, caregivers, healthcare administrators, our devoted volunteers and committed donors.

CONTACT US!

Alison Kothe
Executive Director
RAF Indianapolis

Alison@RAFIndianapolis.org

(317) 282-0144 o
(317) 757-9842 c

RAF Indianapolis
Board of Directors

Nancy Elder, Chair
Hilary Salatich, Vice Chair
Dr. John Bamforth
Kip Chase
David Evans
Dr. Burke Mamlin
Helen Miles
Teresa Ott
Mark Schuette
Nicole Sheetz
Nolita Stewart
Susan Tolbert

MISSION: Random Acts of Flowers (RAF) improves the emotional health and wellbeing of individuals in healthcare facilities by delivering recycled flowers, encouragement and personal moments of kindness.

ONLINE: Website: www.RAFIndianapolis.org
Facebook: www.facebook.com/RAFIndianapolis
Twitter: www.twitter.com/rndmactsofflwr

DESIGNATION: Random Acts of Flowers is a federally registered 501(c)(3) nonprofit corporation (ID# 26-3006360). The Random Acts of Flowers name and its logo are trademarked / copy written properties of RAF, registered in the United States, Canada, Australia and the European Union. RAF also holds charitable licenses in all US states as required including the ability to partake in Commercial Co-Ventures (CCV).



LOCATIONS: National Headquarters
3500 Workman Rd. – #101A
Knoxville, TN 37921
(865) 248-3045

RAF Knoxville
3500 Workman Rd. – #101B
Knoxville, TN 37921
(865) 633-9082

RAF Tampa Bay
564 Frederica Ln. – Suite A
Dunedin, FL 34698
(717) 754-7974

RAF Chicago
2000 Greenleaf St. – Suite 5
Evanston, IL 60202
(847) 430-4751

RAF Silicon Valley
3501 Edison Way
Menlo Park, CA 94025
(650) 852-1450

RAF Indianapolis
1057 E. 54th St. – Suite F
Indianapolis, IN 46220
(317) 282-0144



WHAT IS

This bouquet delivered to you by:
random acts
OF FLOWERS®

Random Acts of Flowers recycles and repurposes flowers by engaging dedicated volunteer teams to deliver beautiful bouquets and moments of kindness to individuals in healthcare facilities across the country.

www.RAFKnoxville.org
3500 Workman Rd. Ste 101A Knoxville TN 37921
(Random Acts of Flowers)



(BACK)

(FRONT)

INFORMATIONAL BROCHURE SIDE 2



YES, FLOWERS DO HEAL!

Multiple studies indicate that the mere presence of flowers in a patient's hospital room can, in the words of a team of researchers from Rutgers University, become "a powerful positive emotion inducer" that improves mood as well as long-term episodic memory in elderly patients.

A 2009 study by researchers from Kansas State University found that "patients in rooms with plants and flowers had significantly shorter hospitalizations, lower ratings of pain, anxiety and fatigue, and more positive feelings" when compared to patients in a control group.



An empirical study conducted in early 2016 by the UT College of Medicine specifically confirms the positive impact deliveries from Random Acts of Flowers have on the emotional wellness of medical patients.

Almost 95% of respondents self-reported that the unexpected delivery of flowers from Random Acts of Flowers improved their overall emotional wellness, with 73.5% reporting "extreme improvement."

The study also reaffirmed that RAF is serving patients who typically are not getting this emotional lift, with 81.1% of respondents reporting they had not received other gifts of flowers outside of the Random Acts of Flowers' delivery, and for 11.3% of the sample the RAF volunteers were the only visitors they had during their hospital stay.



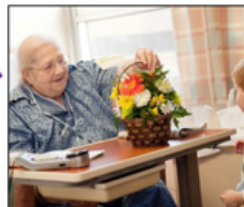
random acts
OF FLOWERS®

HOW IT WORKS:

Donated product is sourced from community floral partners.
(wholesalers, retail florists, weddings, special events, grocery stores, funeral homes)

random acts OF FLOWERS®

The mission is typically fulfilled in 24 - 48 hours, reinforcing the immediacy and positive impact on the community.



The flowers are recycled and repurposed into new, beautiful arrangements by volunteer teams.

RAF volunteers deliver bouquets and moments of kindness to people in local healthcare facilities.
(hospitals, assisted living, nursing homes, hospice)

A PARTNERSHIP WITH RANDOM ACTS OF FLOWERS BRINGS MULTIPLE BENEFITS

Alignment of core values based on integrity and commitment to excellence.



Keen focus on its mission, keeping organizational overhead low to channel financial resources toward floral deliveries to bring encouragement to those in need.



A large and highly engaged volunteer base across multiple demographics.



Strong affinity with millennials and other environmentally conscious consumers.



Social responsibility association with a neutral, non-controversial organization.



Alliance with a unique and inspiring brand.

(INSIDE MIDDLE PANNEL)

A7

RANDOM ACTS OF FLOWERS SWAG



PRESENTATION PITCH LETTER

(Insert name of organization)

To whom it may concern,

My name is __ (Name) __ and I am the __ (Title) __ for Random Acts of Flowers and we are a non-profit based in Knoxville, TN whose mission is to provide those in hospitals and healthcare facilities sustainable floral arrangements to provide encouragement and kindness. Our vision as a flower charity is to inspire and nurture a culture of care and compassion.

Random Acts of Flowers was established in 2007 by founder Larsen Jay after he was involved in a near-fatal accident. Jay credits the outpouring of support he received from daily visitors and dozens of floral arrangements while in the hospital as a key to providing the encouragement to persevere through his challenging recovery process. His experience is what led him to found Random Acts of Flowers; to be able to give to others the same support he received in his time of need. Since conception, Random Acts of Flowers has helped individuals find emotional support and almost 95% of recipients of Random Acts of Flowers self-reported that the unexpected delivery improved their overall emotional wellness, with 73.5% reporting “extreme improvement.”

With locations in Knoxville, TN, Tampa Bay, FL, and Indianapolis, IN, Random Acts of Flowers is looking to expand their impact and reach new communities across the southeast. In order to do so, the organization is looking for passionate, motivated leaders who can be a champion for the nonprofit in their community and lead efforts to establish a new location.

As an organization full of driven entrepreneurs, we would love the opportunity to speak to your members and tell the story and mission of Random Acts of Flowers. We would be honored to be able to give a presentation at a group meeting if scheduling allows. Feel free to reach out with any questions or concerns and I will be happy to work personally with __ (Organization) __ to coordinate arrangements and support the group further.

Thank you for your time and consideration and I look forward to hearing back from you soon!

Kind regards,

(Name)

(Title)

LIST OF GROUPS

Asheville:

- Asheville Women's Entrepreneurship Group (<https://ashevillewomensgroup.womensgroupnetwork.com/>)
- Venture Asheville (<https://ventureasheville.com/asheville-entrepreneurship-week/>)
- Asheville Score (<https://asheville.score.org/>)

Charleston:

- Entrepreneur Organization Charleston (<https://www.eocharleston.org/>)
- Charleston Regional Development Alliance (<https://www.crda.org/doing-business-here/entrepreneurial-resources/>)
- The Harbor Entrepreneur Center (<https://harborec.cobot.me/>)

Columbia:

- Columbia Social Entrepreneurship Group (<https://www.columbiaseg.org/>)
- GrowCo (<https://www.innovatecolumbiasc.com/resource/growco/>)
- Innovate Columbia (<https://www.innovatecolumbiasc.com/resources/>)
- Columbia Economic Development Center (<https://www.choosecolumbiasc.com/about/what-we-do/>)

Durham:

- Triangle Artworks (<https://www.triangleartworks.org/>)
- NC Live (<https://www.nclive.org/>)
- NC Small Business Center Network (<https://www.ncsbc.net/>)
- Durham E3 (<https://forwardcities.org/ecosystems/e3durham/>)

RAF PROBLEM STATEMENT



Random Acts of Flowers Affiliate Program Problem Statement

IDEAL SITUATION / OUR GOAL

The ripple effect created by Random Acts of Flowers is at a tipping point. An anonymous benefactor provided a substantial one-time gift with a single stipulation: chase a big, impossible goal: Open 30+ new RAF locations in the next 3-5 years. To achieve this, RAF developed an affiliate program that allows anyone around the world to found an RAF affiliated non-profit in their community.

The Random Acts of Flowers Affiliate Program is seeking to nationally expand the mission of personally delivering repurposed flowers and moments of kindness to individuals in healthcare and long-term care facilities. We plan on doing so by finding entrepreneurial individuals in local states to champion the project of setting up their own nonprofit, leasing our intellectual property, branding, and logo. In the name of operational efficiency, we have decided to focus our initial efforts on the Southeastern United States.

REALITY / OUR PROBLEM

Since the RAF affiliate program launched in May 2022, we continue to experience a difficulty in finding prospective affiliate partners that possess the desire, time and resources to become a founder. Although we have over 900 inquiries from 47 states and 12 different countries, we are having trouble reaching individuals who want to take this "great idea" to the next level, in terms of starting something from the ground up, within their own community.

We no longer operate from a National Model, so the set-up work would rely solely on the funding, facility resources, employee, and board support an affiliate site champion(s) could garner. The start-up considerations are quite lengthy, so we need founding members who can truly put in the time it takes. RAF must develop a replicable system to identify and successfully prospect local champions in communities across the Southeast who have the qualities to become a founding member of a non-profit.

CONSEQUENCES

Although our program has officially launched, we are trying to determine the most effective ways of reaching people to share excitement for this unique opportunity. We are spending much time reaching out to individuals within our inquiry pool who have not yet responded to multiple email attempts and may therefore lead to futile efforts. Although we try to clearly map out what it takes to start up an affiliate site, via [our website](#) > Affiliate Program, many individuals with whom we meet, determine that our ask for them is simply too much. We believe that finding the right people, perhaps a team from the beginning, of determined and capable individuals, would lead us to spreading our wonderful and joyous mission far-and-wide throughout the nation!

PROPOSAL

We seek to accomplish this endeavor by assisting individuals with setting up their own non-profit. They would complete 3-5 (or more, if deemed necessary) assessment meetings, along with an application and interview process. If approved, they would be allowed to purchase the Random Acts of Flowers Affiliate Kit, our tool-kit, containing 14 years of experience and operational information. From there, the Director of Affiliate Programs would offer 30 hours of consultation services to help with the start-up. After that, monthly check-ins would be conducted for the next 6 months.

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Supporting Documents:

Research Questions for Ronald McDonald House Charities

PR470S Campaign Group - University of Tennessee

1. What makes RMHC successful? What do you attribute to the success of the nonprofit's operations?
2. Is RMHC affiliated or have any connections/partnerships with local or regional hospitals/healthcare chains? If so, how did RMHC get these connections?
3. What are the primary connections for RMHC between medical facilities in the southeast?
4. How does RMHC typically go about fundraising?
5. What are the most significant contributing factors in influencing people to donate?
6. How did RMHC go about establishing corporate partnerships?
7. What types of contacts are most imperative for RMHC in the upkeep of funding and resources? Healthcare, corporations, nonprofits, community, etc.?
8. Is RMHC connected to the community in any specific way? What kinds of community leaders does RMHC reach out to/work with?
9. What do you do if the community is oversaturated with organizations asking similar things? Is it possible to have a chapter in that community?
10. How does RMHC go about starting up a new chapter in a new city? How do they choose a new city?
11. What does the hiring process look like for establishing a board at a new chapter? How do they recruit their board of directors?
12. Could you see RAF contributing to your services to increase customer relationships and service ratings in the future?



Resources for UTK - Random Acts of Flowers

Google Drive Link: [UTK and Random Acts of Flowers](#)

1. **Key Documents in the Drive:**
 1. [RAF Problem Statement](#)
 2. [RAF-Mission Statement, Vision, Core Values](#)
 3. [Budget Projection for Marketing Expenses](#)
 4. [An Ideal Champion for the RAF Affiliate Program](#)
 5. [RAF-New Affiliate Site Start-Up - Elements for Success](#)
 6. [Start-Up Schedule and Timeline](#)
 7. [Websites to Share](#)
2. **Other Helpful Documents in the Drive:**
 1. [RAF-Funding Proposal_TEMPLATE](#)
 2. [RAF-Marketing Overview](#)
 3. [Expectations for Affiliate Program Partnership](#)
 4. [Google Maps of Prospects](#)
 5. [CANDIDATE FAQs for Affiliate Program](#)
 6. [RAF-Some Medical Study Links](#)
 7. [Roles and Responsibilities_RAF Affiliate Program](#)
 8. [Checklist for Outreach](#)
3. **Other Helpful Folders in the Drive:**
 1. Email Templates
 2. Info Packet for Potential Supporters
 3. Provider Partners
 4. Recipient Partners
 5. Workshop and Vehicle Photos