International Crane Foundation

Three-year Marketing Plan
FY21-FY23

June 2020
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The International Crane Foundation

We are the only worldwide nonprofit organization that focuses solely on saving the 15 species of cranes and their landscapes. To realize our potential, our organization must gain greater global awareness about our mission and vision. Awareness strengthens our ability to raise funds, create new partnerships and grow programs. Increased awareness also supports our site in Baraboo, including our captive breeding center and *Cranes of the World*, our AZA accredited attraction. Overall, increased support grows our organization. Awareness and growth will occur through a commitment to strategic marketing and targeted communications.

We are committed to strengthening our reputation and brand by communicating outcomes of our work throughout the world and sharing the inspirational stories to motivate action by our target audiences. We will be strategic and mindful of our time and our resources by working across departments and incorporating innovation, technology and the latest nonprofit and marketing best practices, allowing us to do more to save cranes and their habitats.

Mission

The International Crane Foundation works worldwide to conserve cranes and their ecosystems, watersheds and flyways on which they depend. We provide knowledge, leadership and inspiration to engage people in resolving threats to cranes and their diverse landscapes.

Vision

The International Crane Foundation is committed to a future where all of the world’s crane species are secure. Through the charisma of cranes, we envision a future where people work together to protect and restore wild crane populations and the landscapes they depend on – and by doing so, find new pathways to sustain our water, land and livelihoods.

Statement of Purpose

This three-year strategic marketing plan serves as the marketing and communications roadmap to carry out the goals and objectives within. Specifically, this plan helps us increase awareness of the International Crane Foundation with targeted audiences in the United States to garner more support for our mission and vision. This data-driven process identifies our target markets. It outlines strategies that will help us:
• Achieve our goals and hit our benchmark objectives.
• Identify, reach, engage and sustain new audiences for long-term, loyal support to achieve measurable results and to create a stronger and more sustainable foundation.
• Reach and engage with new audiences potentially interested in our work.
• Bring awareness to our work and mission, bring people to our new Cranes of the World site and build a stronger base of supporters who increasingly support our mission.

This plan uses research to clearly understand who and where our prospective new audiences are. It relies on telling a compelling story that resonates with key audiences who will take action supporting cranes and conservation and the International Crane Foundation.

**Target Audience A - Seniors**

Our largest category of current donors is affluent and educated people over the age of 55. Audience analysis reveals that our current donors in this age group are successful life-long learners, own homes and enjoy traveling, gardening and birding. They are philanthropic and desire to make a difference.

**Target Audience B – Young Families**

Audience Analysis indicates great growth potential in young families. Educated and affluent parents (ages 20 to 38) who are interested in spending time with their children pursuing educational activities and ways to make a difference. They own homes, have successful careers, are actively involved parents, take vacations and are active online. They are comfortable in their usage of digital technology and social media.

**Target Geographic Markets by Year**

2020, Year One:

• Pursue affluent, educated people over the age of 55 (Audience A) and affluent, educated young families (Audience B) in Wisconsin, specifically Madison and Milwaukee, and in northern Illinois including the greater Chicago area.
2021, Year Two:

- Continue expanding our audience reach within both Audience A and Audience B within the upper Midwest tri-state areas of Wisconsin, Illinois and Minnesota.

2022, Year Three:

- Expand Audience A reach in areas where we offer educational outreach and work with partnering agencies, including zoos in Texas, Indiana and Alabama.

Target Geographic Markets

About these maps:
Geospatial and Information Services Manager Dorn Moore created these maps using crane data from eBird to highlight key crane areas and key donor areas in the U.S.

Where the Cranes Are! This map illustrates the location of Sandhill and Whooping Cranes in the U.S. For more information, go to https://sandhillfinder.savingcranes.org/
Find the cranes, find the Craniacs! Our highest density of donors live in the heart of the crane population of the United States. The pink-shaded areas on this map illustrate crane density, while the blue dots represent donors.

From Feb. 1, 2018, through Feb. 1, 2020, the International Crane Foundation had close to 11,000 donors. The map above illustrates that the majority of donors are along crane flyways, states where cranes congregate and in states where we work in outreach. This information can help us customize messages to emerging demographic markets.

We have identified four goals:

At our December 2019 marketing workshop, we engaged in a variety of team visioning and planning exercises to create these four goals:

- Raise Brand Awareness to Grow the Flock
- Be the Voice for Cranes
- Support Financial Growth
- Create a “Must Visit” Destination
RAISE BRAND AWARENESS TO GROW THE FLOCK

Goal: Increase the International Crane Foundation’s brand awareness regionally and globally, to grow the flock, by engaging current and new audiences. Brand awareness is the extent to which consumers are familiar with International Crane Foundation.

Objectives:

- Maintain our membership while closed in FY21, grow the number of members by 7% in FY22 over FY19 with 5% growth each year after.
- Increase visitation to our site, Cranes of the World, by 15% in FY22 over FY19 with 5% growth each year after.
- Increase online subscribers by 8% each year.

Goal #1: RAISE BRAND AWARENESS TO GROW THE FLOCK

Goal: Engage current, new audiences to increase the International Crane Foundation’s brand awareness to grow the flock.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Objective Metric</th>
<th>FY19 for Reference</th>
<th>FY20 Actual</th>
<th>FY21 Goal</th>
<th>FY22 Goal</th>
<th>FY23 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain member numbers while closed in FY21</td>
<td>Grow number of members by 7% in FY22 (over FY19) with 5% growth each year after</td>
<td>8,729</td>
<td>7,775</td>
<td>7,775</td>
<td>9,340</td>
<td>9,807</td>
</tr>
<tr>
<td>Increase visitation</td>
<td>Increase by 15% in FY 22 over FY19 with 5% growth each year after</td>
<td>22,547</td>
<td>Site closed</td>
<td>Site closed</td>
<td>27,000</td>
<td>28,340</td>
</tr>
<tr>
<td>Increase online subscribers</td>
<td>Increase by 8% each year</td>
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<tr>
<td></td>
<td>17,531</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>18,631</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>20,121</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>21,730</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>23,468</td>
<td></td>
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</table>

**Strategies:**

- Carry out an integrated marketing communications campaign that includes digital, social and traditional media and purchased messages, including owned, earned and paid media.
- Develop and expand corporate community partnerships and sponsorship opportunities, including those in the Baraboo area, to maximize limited resources.
- Host a *George Archibald 75th Virtual Birthday Party Bash*, as a fundraiser.
- Create a three-year plan for print promotions, from May 1, 2020 through May 1, 2023.
- Reach new audiences using sponsorships and participation in the Wisconsin PBS Garden & Landscape Expo in 2020, 2021 and 2022.

Create a family of new collateral materials and communication channels. Roll out to internal audiences including the board, employees, volunteers and interns.

**BE THE VOICE FOR CRANES**

**Goal:** To be the global voice for cranes.

**Objectives:**

- Develop new corporate partnerships in targeted markets each year to help expand the International Crane Foundation’s influence and reach, including:
  - sponsoring, speaking and tabling at Wisconsin PBS Garden and Landscape Expo in Madison, Wisconsin.
  - sponsoring Biggest Week in American Birding in Ohio in 2021.
  - organizing and establishing the new Sauk County Crane Festival in 2022, FY 23.
- Increase social platform engagement by 5% each year through two-way relationship building.
- Increase strategic influencer opportunities by at least six times per year of the president/CEO and co-founder, including speaking engagements, webinars, president’s messages, white papers and op eds.
Goal #2: VOICE FOR CRANES
Goal: To be the global voice for cranes.

<table>
<thead>
<tr>
<th>Objective</th>
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<th>FY20 Actual</th>
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<th>FY22 Goal</th>
<th>FY23 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop new corporate partnerships</td>
<td>Sponsoring, speaking and tabling at Wisconsin PBS Garden and Landscape Expo in Madison, Wisconsin Sponsoring Biggest Week in American Birding in Ohio in 2021 Organizing and establishing the new Sauk County Crane Festival in FY 23</td>
<td>1 sponsor</td>
<td>5 sponsors</td>
<td>9 sponsors</td>
<td>13 sponsors</td>
</tr>
<tr>
<td>Increase social platform engagement</td>
<td>Increase engagement by 5% each year</td>
<td>554,509</td>
<td>582,234</td>
<td>611,346</td>
<td>641,913</td>
</tr>
<tr>
<td>Increase strategic influencer opportunities</td>
<td>Increase by at least 6 opportunities per year</td>
<td>25</td>
<td>31</td>
<td>37</td>
<td>43</td>
</tr>
</tbody>
</table>

Strategies:

- Build strategic corporate partnerships and alliances to expand the International Crane Foundation’s influence as the leading voice, advocate and experts on cranes.
• Engage in storytelling to highlight the International Crane Foundation’s research, scientific and conservation expertise to raise awareness, education and conservation.
• Capitalize on the international reputation of co-founder George Archibald, strengthening the International Crane Foundation’s brand and using communications strategies.
• Create awareness of the International Crane Foundation’s crane advocacy work including habitat protection initiatives.
• Elevate the International Crane Foundation’s influence and thought leadership with business, civic, governmental, science, education and cultural leaders.
• Position the International Crane Foundation for its global reach and influence as the world’s leading crane expert and advocates.

SUPPORT FINANCIAL GROWTH

Goal: Help support the International Crane Foundation’s institutional financial goals to meet our Mission and achieve our Vision.

Objectives:

• Increase online giving through Facebook by 5% each year.
• Support unrestricted gift appeals to grow by 7% each year.
• Raise additional revenue via increased membership by 7% in FY22 and 5% each year after the grand opening.
• Raise additional revenue via site visitors in FY 22 by 15% over FY19 and raise site visitor revenue by 5% in FY23.
• Increase gift shop and Craneshop.org sales revenue each year by 2% each year.
• Increase visibility of “ways to give” by 5% by including one or more ways to give in the Crane Connection e-newsletters, other email communications and social media posts.

GOAL #3: SUPPORT FINANCIAL GROWTH

Goal: Help support the International Crane Foundation’s institutional financial goals to meet our Mission and achieve our Vision.
<table>
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<th>FY23 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Facebook online giving</td>
<td>Increase by 5% each year</td>
<td>$7,092</td>
<td>$16,719</td>
<td>$17,555</td>
<td>$18,433</td>
<td>$19,354</td>
</tr>
<tr>
<td>Support unrestricted gift appeals</td>
<td>Grow 7% each year</td>
<td></td>
<td>$444,000</td>
<td>$475,000</td>
<td>$508,000</td>
<td>$544,000</td>
</tr>
<tr>
<td>Raise additional member revenue</td>
<td>7% over FY19 for FY22, and 5% each year after Grand Opening</td>
<td>$501,826</td>
<td>$442,308</td>
<td>$501,826</td>
<td>$536,953</td>
<td>$563,801</td>
</tr>
<tr>
<td>Increase site visitors in FY22</td>
<td>By 15% over FY19</td>
<td>$78,000</td>
<td>Site closed</td>
<td>Site closed</td>
<td>$90,000</td>
<td>$94,000</td>
</tr>
<tr>
<td>Increase gift shop and Craneshop.org sales revenue</td>
<td>Each year by 2%</td>
<td>$260,250</td>
<td>$87,574</td>
<td>$32,000 (COVID implications, site closed)</td>
<td>$270,500</td>
<td>$276,000</td>
</tr>
<tr>
<td>Increase visibility of &quot;ways to give&quot;</td>
<td>Increase by 5%</td>
<td>38 messages</td>
<td>40 messages</td>
<td>42 messages</td>
<td>44 messages</td>
<td></td>
</tr>
</tbody>
</table>

**Strategies:**

- Partner with Development to champion a culture of philanthropy to external audiences.
- Continue to partner with International Crane Foundation staff and Development to champion an internal culture of philanthropy and engage in fund-raising activities.
- Support earned revenue growth with targeted campaigns that reach current and new audiences.
• Align the International Crane Foundation brand with fundraising efforts by sharing scientific, educational and conservation success stories highlighting our mission and impact.
• Support revenue growth, which includes the gift shop and craneshop.org.
• Create a Membership Drive Month to encourage new members, including monthly giving.
• Use digital media strategies to engage supporters and bring in donations for special events such as birthdays and anniversaries.

CREATE A “MUST VISIT” DESTINATION

Goal: The newly renovated Cranes of the World site will be recognized a “must visit” destination experience and a gateway to the International Crane Foundation’s global mission.

Objectives:
• Increase earned media for Cranes of the World in FY22 by 25% over FY19. Keep excitement and awareness of the site alive by increasing earned media for the site by 5% in FY23.
• Increase awareness of the site as a family-friendly destination for young families by 30% in FY22 and an additional 5% in FY23.
• Secure and carry out strategies of the Joint Effort Marketing (JEM) Grant to increase awareness of the site by 25% for the 2021 grand opening and beyond.

Strategies:
• Build awareness and excitement around the grand opening of Cranes of the World using an integrated marketing and communications plan that includes earned, owned and paid media with content creation about the new experience.
• Develop a new message framework that supports the new visitor experience as part of the brand evolution.
• Build deeper connections with travel and tourism partners and media.
• Initiate planning for the International Crane Foundation’s 50th anniversary celebration in 2023.
• Use sponsorship and participation at select U.S. crane festivals to reach new audiences and build International Crane Foundation awareness.
Promotion, Advertising and Social Media Strategy: Key is integration.

- Create an integrated marketing and communications plan which includes:
  - Social media marketing for both Audience A and Audience B
    - Blogs, etc.
      - Science expertise and success stories
      - Conservation expertise and success stories
      - Membership/donation drive for readers
      - Photo Contest for readers
  - Marketing channels for Audience A and Audience B
    - Email marketing
      - Both audiences A and B would get email piece
      - Audience A (Seniors) would also get direct mail
    - Display marketing
      - Banners, billboards, websites, airport ads
        - Freeway signs and exit signage
        - Appear on Google Maps as destination
          - Circus Museum currently shows
        - Billboards in Wisconsin Dells
    - Search Engine Optimization (SEO)
      - Get on ‘things to do and places to go’ lists
        - Link to website
    - Radio – Public Broadcasting Service
      - Advertise/sponsorships for both audiences
        - Nova and Antique Road Show type programs
    - Local print advertising – three-year plan, from May 1, 2020 through May 1, 2023
      - Drive attendance at Cranes of the World from target markets
    - Digital pop-up ads
      - Hulafrog (local things for kids to do) in Madison market
      - YouTube, Facebook, Twitter, etc.
  - Family discounts: eCoupon, special family days, exclusive offers, referral gift incentive
  - Earned media:
• Invite local/regional TV and radio stations to broadcast from new International Crane Foundation site
• Invite PBS Wisconsin Gardner to broadcast from International Crane Foundation site about plants and cranes
• Invite newspapers and TV to meet exhibit painter creating murals and talking about the process that went into each exhibit, the meaning behind the paintings.

• Design a direct mail piece targeted to 50 and over to drive mission, gift shop sales and ways to give. Piece will also be delivered electronically.
  ○ Purchase targeted lists by market. Include with geographic location and look for age, gender, affluent households, personal interests, new movers. Include name, physical mailing address and email address.
  ○ Include crane festivals and bird enthusiast markets.
  ○ Conduct A/B testing with this list and the membership acquisition list.
  ○ Send the guide via USPS to members who do not have email.

• Digital mail advertisement to Audience A and Audience B via social media:
  ○ UW Madison and its alum (divided into A and B)
  ○ Audience A: Crane festival attendees, American Players Theater, Madison Overture Center, Public Radio (Antique Road Show and Nova), WBEZ (Chicago) and WNIU (Northern Illinois); Children’s museums.
  ○ Audience B: Pabst Theater Group, Public Radio, Children’s museums
  ○ Outdoor enthusiasts
  ○ Garden Club members
  ○ Trip Advisor
  ○ AAA auto club – day trippers
    ▪ Budget will drive overall list quantities

• Email marketing to current members:
  ○ Existing member – Thank you
  ○ Ready to expire – We appreciate your support
  ○ Expired – We miss you

• Ongoing print messaging:
  ○ The Bugle
  ○ Annual report
  ○ Print collateral
• Ongoing promotions and events:
  o Evening with the Cranes
  o Member Appreciation Day
  o Outdoor classroom
  o Drive virtual visits when *Cranes of the World* is closed with videos of cranes
  o Webinars

**Estimated budget for new strategic initiatives: FY21, FY22 and FY23**

Budget numbers are based on current and expected levels of UR funding. Increases could be used in the advertising budgets to increase audience reach.

**FY 21**

Ads to attract young parents in Madison, Milwaukee and northern Illinois, to advertise *Cranes of the World*, our gateway to our worldwide mission, after Jan. 1, 2021. -- **$3,200**

Audience extension targeting for January through April, 2021, prior to our grand opening May 1, with 100,000 impressions per month reaching Audience A and B, targeting Madison, Milwaukee and the greater Chicago area -- $1,200 per month for four months. -- **$4,800**

George Archibald 75th virtual Birthday Party bash, as a fundraiser/fundraiser. -- $10,000

Joint Effort Marketing Grant for Grand Opening May 1, 2021. -- **$28,500**

Direct mail piece to Audience A, using A/B testing with a targeted and acquisition list. -- **$3,850**

**FY 22**

New ads, to grow audiences in targeted areas of Wisconsin, Minnesota twin cities and expanded area of Illinois. -- **$18,250**

Direct mail piece expanded in Wisconsin, greater region in Illinois and twin cities of Minnesota, circulation of 7,000. -- **$5,000**

Corporate champions, partnership collateral. -- **$2,500**

Baraboo Sandhill Crane festival planning for 2023. -- **$2,000**

Circle Tour membership, to attract Audience A to *Cranes of the World*. -- **$2,500**

**FY 23**
Baraboo Sandhill Crane festival. -- $10,000

Direct mail piece to targeted markets in Texas, Indiana and Alabama. -- $4,250

Planning 50th anniversary of the International Crane Foundation. -- $7,500

Corporate champions, partnerships. -- $2,500

Baraboo Sandhill crane festival, year two. -- $7,500

New digital and print ads in targeted markets of Texas, Indiana and Alabama. -- $15,000