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American Marketing Association
Collegiate Case Competition



unicef TAP PROJECT

“WATER GIVES”

Prepared for UNICEF

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Executive Summary

Today, more than 1 billion people live in 31 water-scarce countries without the ability to fulfill fundamental needs such as drinking, bathing, sanitation, and cooking.ⁱ With this figure expected to increase six-fold to 3 billion people by 2025, the Tap Project set forth, creating one-day partnerships with restaurants to defy forecasts and quell the spread of the epidemic.ⁱⁱ Since the Tap Project's inception in 2007, it has grown to national proportions, with activities spanning an entire week.

The case presents the Tap Project's objectives to continue to expand the program, generate \$2 million in donation in 2010, build awareness, increase reach, and promote engagement to fulfill UNICEF's ultimate mission of ensuring that zero children die of preventable causes. To ensure our strategy effectively meets these case objectives, an extensive amount of primary and secondary research was carried out. In order to gain a first-hand perspective on how the Tap Project could be improved, in-depth interviews were conducted with Tap Project city coordinators who have had a strong presence in the initiative. Next, a survey was developed and delivered, receiving 528 responses. Research confirmed the high level of awareness of the UNICEF brand and key donation and volunteer behaviors. Several competitors in the water charity category were also analyzed to determine how the Tap Project could effectively position itself. To gain a better understanding of the different types of people who may be interested in getting involved with the Tap Project, through donations or volunteer work, several segments were characterized and identified.

After taking into account the competitive landscape and key donor insights, the following strategic initiatives were designed to attract, engage and retain potential Tappers (donors or volunteers of the Tap Project):

- **Leverage UNICEF's brand awareness** to connect the existing positive perceptions of its work with Tap Project's fundraising efforts
- **Change the messaging** of the Tap Project's existing media impressions **to incorporate impact-oriented marketing**
- **Emphasize recurring donations** by expanding donation opportunities beyond current annual events
- **Increase engagement** of donors by making them feel personally connected through community involvement

An Integrated Marketing Communications plan was then developed to increase the overall awareness of the Tap Project, expand and engage its donor base, and provide a donation model that would generate sustainable funding throughout the year. The plan will be centered on the message that water gives more than life; it provides opportunity, health, safety, education, and more. In-kind donations from various media outlets will be integrated with this message of "Water Gives" to reap the most benefit from these established relationships. Partnerships with schools will increase engagement among youth who have not had many opportunities to interact with the Tap Project.

By implementing this integrated effort, the Tap Project will be able to continue delivering its unique message and increase its level of impact while engaging Tappers and showing them how their actions impact the lives of others around the world.



Background

4000 children a day die from water-related diseasesⁱⁱⁱ

Lack of clean drinking-water is the 2nd largest killer of children under the age of five^{iv}

These are the staggering statistics that UNICEF has sought to redress by working tirelessly at improving water quality, drilling hand pump wells, building latrines, training, and providing hygiene education. For example, UNICEF has trucked water into disaster zones, relieving the bleak conditions of areas in need. In order to support similar efforts and raise awareness of the importance of clean water, UNICEF began the Tap Project.

On March 22, 2007, World Water Day and the Tap Project were launched. In just one day, 300 restaurants signed on and over \$100,000 in monetary donations were raised to help bring clean drinking water to over 4 million children. By late 2007, it was decided that the Tap Project would become a national program and that it would be extended to last one week. To emphasize this expansion, 13 advertising agencies in key markets joined to help brand city-specific “Tap Experiences.”

These “Tap Experiences” were further enhanced in 2009 through several support programs, an enhanced website, Water Walks, a social media presence, and mobile giving. These efforts have performed strongly as evidenced by the more than 3,100 volunteers, 1.5 billion media impressions, and 800,000 children who have been provided with clean water for 40 days. Today, the Tap Project seeks to develop further into a sustainable organization with more donors and broader public awareness.

The Tap Project’s current business model focuses on one-time induced donations from its current Water Week model. However, current donor trends and untapped methods to gain the maximum potential funds present the Tap Project with an opportunity to attract new Tappers, increase donation outlets, and increase perceived impact of its existing donor base. This will help ensure that the Tap Project has a greater engaged donor base and increase in recurring donations moving forward.

Secondary Research

Secondary research was performed in order to examine competitive offerings, current cause marketing trends, emotional marketing, and other donor trends. This was used to identify the Tap Project’s current positioning as well as potential market opportunities and threats. See **Appendix A** for a competitive matrix.

Competitive Comparisons

The most obvious competitors with the UNICEF Tap Project are other water charities like *charity: water*, Lifewater International, and WaterAid. Additionally, Tap Project also competes with other charities outside of its category, like the Salvation Army and the YMCA. Some of the Tap Project’s direct competitors have been extremely successful in their usage of social media and their leverage of personal ties in order to garner support, while other non-water-focused competitors use their established local presence and high brand awareness as competitive advantages.



charity: water

With over 1.1 million followers on Twitter and 45,000 fans on Facebook, *charity: water* exemplifies excellent usage of social media to develop a loyal and generous consumer base.^v A by-product of being on the forefront of social media is that *charity: water* tends to target a younger and rather tech-savvy segment. Under its current business model, the Tap Project is a charity that appeals to a wide audience instead of a specific, trendy segment.

Lifewater International

Lifewater International has done well in recent years because it has a long history (founded in 1977) accompanied by a dedicated and unwavering client base.^{vi} Compelling its donors to participate in its Christian social justice mission has proven rather lucrative. This specific religious target segment is a niche, however, and may limit Lifewater International's broader market appeal.

WaterAid

WaterAid, an international water charity, has obtained exceptional levels of donations (nearing 5 million USD in 2009) by dutifully practicing Customer Relationship Management. With its bi-annual magazine, Annual Supporter Meeting, and excellent media center (featuring key speakers and celebrities), WaterAid is able to target and retain high-profile donors and policy decision makers.^{vii} Having the support of these key players has been an invaluable asset to WaterAid.

Non-Water Charities

The most successful of these competitors have large, established, physical presences that directly affect the communities in which they are situated. Excellent examples are the YMCA and the Salvation Army (the #1 and #2 charitable brands, respectively).^{viii} The YMCA not only has a community feel and presence, but it provides a service. On a similar note, the Salvation Army provides a range of services benefitting everyone from elderly individuals to missing persons and their families. These charities are successful because donors can directly see the effect of their donations in their own communities. The Tap Project could readily attain parity on this front if it is able to convince potential donors that “far-away” communities in Africa and Latin America are actually much closer and much more affected by their donations than they initially might seem.

Given this crowded, competitive field, it is extremely important for the Tap Project to assume a leadership role by both differentiating itself with new tactics and by tailoring some of its competitors' most successful strategies to suit its needs.

Donor Landscape

Research shows that emotional appeal and personal relevance are key factors to donors. Nine out of ten donors want to hear how they are supporting a cause, so charities should emphasize donor impact in their marketing messaging. In addition, over three-quarters of Americans state not only that personal relevance influences their decision to support a cause but also that the specific nonprofit matters.^{ix} Using an established brand can bolster awareness and perceptions of a lesser known charity. Demographically, research shows that 25-34 year olds are the most likely to give to a global cause, while imagery focused on children and families can increase donor response.^x



Moving forward, there seems to be shifting priorities in donors for supporting causes with global benefit from previously supporting local causes. This shift has been facilitated by a mixture of factors including globalization, technological advancements, and powerful influence by world figures. However, charities that appeal to donors both on a local level and with a global perspective through the creation of groups and regional events can increase engagement and retention of donors.

Charity Best Practices

Charity research indicates that allowing flexible long term donation systems can strengthen charity-donor relationships. Another insight shows that the best way to enlist new donors is through current donors, as word of mouth is the most important tool donors use when choosing a cause. Furthermore, partnering with appropriate products and organizations can mutually benefit charities in spreading awareness and companies with a more positive image.

Another charity best practice is that asking for smaller donations with higher recurrence is a more sustainable way of financing a charity, especially during recessionary times.^{xi} This insight, paired with the finding that donors prefer to get tangible frequent updates on the charity's progress and money usage, promotes a more dynamic and engaging donation program.

Emotional Marketing Research

The emotional aspect of charitable giving is apparent and widespread; its importance, however, is often understated. To better understand the role emotions play in influencing donations, research on the effect of emotional appeals in the charitable sector was consulted. From the research, it was shown that initial responses to advertising are instinctive and essentially uncontrollable. Detailed information on the advertisement, however, can dilute the initial emotional response and distract the viewer.^{xii} Research showed that advertisements focusing on individuals, specifically those with clear facial expression, resonate most deeply with observers. Additionally, it is useful to note that the observer's emotional state will match the emotions expressed in the face of the person or persons in the advertisement, not the surroundings. With careful and proper application of emotional appeals, the Tap Project can effectively influence donors and generate consistent donations.

Situational Analysis

Secondary background research was also used to identify the Tap Project's strengths and weaknesses with respect to its current funding model as well as the opportunities and threats it faces as it works to increase donor contributions while expanding its donor base.

Strengths

Dedicated Volunteers

One of the Tap Project's most important strengths is its volunteer force. The Tap Project has built an impressive 2,200 strong volunteer group in just two years. The fast growth of volunteerism since inception indicates that the Tap Project's cause is one for which volunteers are willing to donate their time.



Original events

The initial campaign for the Tap Project, asking \$1 for tap water in participating restaurants during water week, was truly one of a kind. The novelty of the campaign set it apart from its competitors. It was a non-invasive way to fundraise and build awareness.

Past partnerships

The Tap Project has successfully leveraged partnerships with well-known restaurants in participating cities. The involvement of distinguished restaurants lends credibility to the restaurant campaign. Similarly, the support the Tap Project has garnered from companies with a commitment to social responsibility has bolstered the legitimacy of the organization. The Tap Project has also received a great amount of support from the advertising industry, receiving millions of dollars in free creative work and various mentions in well-known media outlets.

Weaknesses

Event-driven fundraising

The Tap Project's restaurant campaign is unique and attention-grabbing. However, its short window of opportunity impedes participants from continued involvement. The only way for interested customers to participate further is by proactively searching the Tap Project website for donation opportunities.

Lack of Central Control

Regional efforts give participants a sense of ownership over a project by giving them more control over their promotion strategies. However, regional branches controlling messaging makes it difficult to control national perceptions of the Tap Project. Additionally, volunteers expressed in interviews that with disjointed volunteer forces, it is difficult to learn about other city initiatives and what has been successful for other volunteers.

Opportunities

Fully leveraging the UNICEF brand

The Tap Project's greatest opportunity is its connection to UNICEF. Primary research reveals that consumers across demographics have high awareness and positive associations with the UNICEF brand¹. Consumers perceive UNICEF as a well-established and respectable non-profit organization to which they would be willing to donate. Potentially adding UNICEF to the Tap Project name can help increase consumer's trust in the Tap Project. The Tap Project should fully take advantage of UNICEF's positive perceptions and utilize this asset in the forefront of its marketing tactics.

Potential of a year-long fundraising effort

While the success of the Tap Project's Water Week is certainly laudable, it only attracts donors during a limited time of the year. Therefore, by investing more resources in efforts that continue year-round, the Tap Project will enjoy a much greater funding potential. Furthermore, this effort will raise awareness of the Tap Project message by increasing regular exposure to promotions for the initiative.

More media attention on water shortage

As more headlines cover parts of the world where getting clean water is a recurring daily challenge, people will become more aware of the social problems that water charities are trying to address. This



growing base of potential donors could serve as a huge asset to the charity that is able to best capitalize on the increase in awareness. It also opens up the possibility of partnerships with major media channels that are already covering water-related issues.

Incorporation of emotional appeals into marketing messages

The current promotional efforts of the Tap Project rely largely on using figures and a discussion of results in order to support its message rather than appealing to the emotions of potential donors by emphasizing the feelings of joy and hope that giving brings. Studies show that campaigns which use emotion as a driving force for persuasion tend to have higher levels of donations than those that do not.^{xiii} Therefore, by putting more effort into striking a balance between emotional and logical persuasion, the Tap Project will more easily be able to grow its donor base.

Threats

Increasing number of water charities

The proliferation of water charities (for example, *charity:water*, which has recently established a powerful presence on the web) presents a particular challenge to the Tap Project. To most effectively address the water crisis around the world, there needs to be a clear leading voice in the field. Having the Tap Project positioned as the leading and most effective authority on water relief will ultimately be more effective than having several small charities competing for attention with inconsistent messages.

Partnerships established by other water charities

Numerous water charities possess direct relationships with many large corporations and influential spokespeople. These are assets that the Tap Project currently lacks. Other charities rely on these relationships to generate greater awareness and support as competition makes attracting new donors increasingly difficult.

Lack of a relationship between donors and the Tap Project

By the nature of Water Week's opt-out style of generating funds, donors gain very little exposure to the value that their dollars create. This prevents the establishment of a long-term emotional tie between the Tap Project and the donors themselves, which could prove detrimental in the future since donors' lack of loyalty to the Tap Project allows them to be more easily swayed into supporting other charities.

Primary Research

To further explore donor perceptions of the Tap Project brand and current attitudes and behaviors with respect to general donating, extensive qualitative and quantitative research was conducted. In-depth interviews highlight key consumer insights, which were supported by the quantitative survey results.

In-Depth Interviews

Individuals who recently volunteered as coordinators with the Tap Project were interviewed to get insights into their experiences with the Tap Project, and give suggestions on how the Tap Project can improve its standing. The key takeaways from the interviews, also supported by our survey, are as follows:



Key Takeaways

The results from the interviews indicate that UNICEF, in order to expand their Tap Project volunteer base, must reach out to the general population, and improve the management of interested volunteers from regions where the Tap Project does not have city coordinators. However, interviewees said that organization and management of volunteers needed improvement. The interviewees also expressed interest in reaching out to other Tap Project volunteers to learn about other city initiatives and what has been successful for other volunteers.

Leveraging Tap Project's brand name by using UNICEF

- **"I think using UNICEF's backing is huge for the project because not a lot of people know the Tap Project right off the bat but when you make them aware that it's through UNICEF it definitely helps a lot"** – *City Coordinator*
- **"UNICEF is such a large and respectable nonprofit organization so I think that [using UNICEF's name] would be a great idea."** – *City Coordinator*
- **CONCLUSION:** Speaking from experience, the city coordinators suggested that most people have not heard of the Tap Project, making it less likely for them to donate or volunteer for the cause. Donors prefer to donate to those organizations that have already established themselves and have proven their effectiveness from past initiatives. UNICEF's brand name provides credibility to the Tap Project's efforts and achievements.

Expanding Tap Project

- The Tap Project **"seemed like such a brilliant, simple idea"** and that you **"do not have to convince others it's a good idea."** – *City Coordinator*
- **"I think that it would probably be really helpful to talk to people from other smaller cities."** – *City Coordinator*
- City coordinators expressed the need for the Tap Project to expand and create a network for volunteers in smaller cities, where they can communicate their efforts and learn from each other.
- **CONCLUSION:** The Tap Project's compelling cause and simple message improves its ability to attract volunteers. By improving and supporting the experience of being a volunteer, the Tap Project can expand its efforts to more regions and maintain relationships with its volunteers.

Survey Methodology

To develop a greater understanding of donor behavior and cause awareness, responses to an online survey were solicited between October 25 and October 30, 2009. There were 528 total respondents to the application, deeming the sample size large enough to make inferences about the population it represents. The survey was distributed to a diverse range of people, ages 15-86, representing 39 of the 50 states, and in a variety of occupational fields. See **Appendix D** for sample survey questions.

Inquiries were made into the following areas of interest:

- **Brand awareness:** Size of UNICEF's brand equity, level of Tap Project's exposure



- **Donor motivation:** Reasons for initial involvement, Importance of social relevance, implications of Domestic vs. International concerns
- **Donor behavior:** Preferences for volunteering vs. monetary contributions, level of commitment

Survey design consisted primarily of closed-ended, multiple choice questions; however, ordinal rankings were devised to gauge the importance of clean water efforts among all charitable causes. Additionally, donor motivations were assessed using Likert-scales. Open-ended questions were posed for unaided information about what the donor believed to be memorable and successful charities. From this information, a factor analysis using eigenvalues and k-means clustering were built to assess the characteristics and habits of respondents in relation to charities. Characteristics of donors became apparent by analyzing the data; this characterization will be developed in detail in the *Donor Segmentation, Targeting, and Positioning* section. Reference **Appendix E & F** for survey highlights, graphs, and findings.

Key Takeaways from Survey Analysis

Wide recognition of the UNICEF brand

Of the survey respondents, an overwhelming 97% were familiar with the UNICEF name while only a mere 12% were familiar with the Tap Project.

Reasons for Donating

Respondents were asked to rate the reasons they usually donate to a cause by importance on a one to ten scale. More than 60% responded that their donations were most influenced by personal relevance. Relevance was created by two factors: personal relationships with the cause's beneficiaries, and seeing the impact of a donation on beneficiaries directly.

Donor Behavior

The survey asked respondents about their charitable giving experiences to determine their donation preferences, their propensity to give, and their level of commitment to the causes they support. From the results, almost all respondents participate in giving by either donating or volunteering with equal preference for each. Most donors donate to causes multiple times throughout the year and most are open to supporting multiple causes. A majority of the respondents volunteer at least once a month and donate at least once every three months.

Donor Segmentation, Targeting, and Positioning

Based on our primary and secondary research, several segments of donors were identified. A factor analysis was performed using survey data to see which variables were explaining most of the segments donation behaviors. A k-means clustering analysis was then run to see if there were any natural segments in the data. See **Appendix G & H** for accompanying graphs and analysis.

Primary, secondary, and other segments were then created based on several factors including emotional needs, donation habits and volunteering regularity.

Segmentation and Targeting



PRIMARY SEGMENT – Youthful Dreamers (age 18–35)

Evan and Helen are youthful dreamers, part of the Millennial generation, who appreciate and desire the sense of identity that comes with being a part of a movement that is bigger than they are. They inherit ideas easily and become attached to exciting, well-known causes, especially those that convict them and appeal to their emotions. Naturally, these individuals are attracted to large-scale ideas with an international focus. Evan and Helen are big dreamers, but they are less willing to change their lifestyle in order to volunteer. This disposition is in congruence with global projects, as logistical limitations make donations of money more practical than volunteering time.

Although they are unlikely to make lifestyle changes in response to their interests, Evan and Helen will use social media to share their passions with friends and family. They currently constitute the largest portion of socially active people and remain loyal to causes that stay personally relevant with updates on the impact of contributions. When committed to an organization, Evan and Helen are especially appealing because their passion and strong social media presence draw additional people to the cause and their young age increases their lifetime value potential.

SECONDARY SEGMENT – Impact Seekers (35+)

Paul and Esther are older, but still heavily involved in their communities. Their motivation goes beyond personal conviction or gratification; they are more concerned with the mission and goals of the causes they support. Their donations and volunteer work must be extremely impactful and must have strong personal ties. To ensure that this is accomplished, Paul and Esther actively educate themselves via the internet and personal interactions to learn more about charities and the actual effects of their work. They are most responsive to organizations that provide practical, long-term solutions to real-world problems that have an obvious personal element.

Although Paul and Esther are not as adept with social media as their younger counterparts, they are receptive to technology and adopt these media to the extent that their peers do. Rather than contributing brief blips to Twitter or Facebook, Paul and Esther would prefer to invest their time and energy resources to increase the depth of social engagement in their communities. They become advocates of their causes, and specifically promote tangible calls-to-action.

OTHER SEGMENT – Persistent Connectors (35–54):

These educated and well-connected humanitarians pride themselves on knowing the right people in the right places and using their savvy to support their passions. They leverage their connections to create tangible change and find satisfaction in being responsible for achievements in support of their causes. These individuals are most comfortable with the business aspect of the organizations they support, and they have a keen eye for effective strategies to get exposure and raise funds for their interest. Though they have a high bar set for their involvements, Omar and Kathy are willing to engage in partnerships with organizations that are involved in social efforts that have high exposure and a lot of potential. Although Omar and Kathy provide immense resources to the organizations that they support, their demands and expectations for organizations are limiting and require maintenance of these partnerships for the organization's success. Because of the resulting dependence that this relationship would create, Omar and Kathy do not constitute our primary segment.

OTHER SEGMENT – Skeptical Localists (35+)



Although Dan and Donna have the potential to contribute to causes, they are overwhelmed by the scope of most charitable undertakings and have difficulty seeing the impact of their contributions. As a result, they are less likely to seek out these causes of their own volition. Dan and Donna will, however, support a cause when it is personally relevant and the results are immediately visible. They are attracted to local activities where they can feel like they are directly giving back, and they will most likely participate in volunteering at their community homeless shelters, food pantries, and tutoring centers. Given their rather apathetic outlook on donating and volunteering, Dan and Donna are extremely likely not to be habitual givers to large-scale, international organizations. One-time donations or volunteer efforts appear to be insignificant attempts to change something too large and out of their control. Because of their reluctance to commit to large movements, they are not a priority for The Tap Project.

Positioning Statement

The positioning of the Tap Project must appeal to both the primary target market of enthusiastic and hopeful Millennials and the secondary target of impact seekers, with an emphasis on creating greater engagement. Thus, the new positioning of the Tap Project will be:

For donors concerned with the impact of their donation, the UNICEF Tap Project will be the global bridge, connecting donors of care in the US with communities of hope abroad. Unlike other water cause charities, UNICEF Tap Project can leverage UNICEF's trusted and recognized brand heritage to increase awareness and strengthen donor relationships.

Strategy

The Tap Project should expand its reach globally while simultaneously connecting donors on a personal level to increase donor funding. In order to achieve this, the Tap Project must increase the value of its media impressions and donation outlets by associating itself with UNICEF and incorporating impact-oriented messaging. Better utilization of these existing assets and increasing donation opportunities should increase one's likelihood to donate as a stimulus response. Once donations are induced, Tap Project should foster a sense of community and manage donor relations to increase engagement with its brand. Greater engagement with UNICEF and the Tap Project can reinforce donor behavior that will lead to continuous and frequent donations. Therefore, the accompanying Integrated Marketing Communications plan will serve to position Tap Project as the global bridge between donors and communities abroad by:

- **Leveraging UNICEF's brand awareness** to connect the existing positive perceptions of its work with Tap Project's fundraising efforts
- **Changing the message** of the Tap Project's existing media impressions **to incorporate impact-oriented marketing**
- **Emphasizing recurring donations** by expanding donation opportunities beyond current annual events
- **Increasing engagement** of donors by making them feel personally connected through community involvement



Key Strategic Points

Leveraging UNICEF's brand awareness

The Tap Project has had explosive growth in donated media impressions since its inception in 2007. However, actual donation amounts have been on the decline this past year. To increase the value of its media impressions and donation outlets, Tap Project must associate itself with the UNICEF brand. Primary survey research shows that consumers have extremely strong awareness and brand recognition of UNICEF over the Tap Project. In addition, consumers also have positive perceptions of UNICEF that contribute to its top nonprofit brand image rank (Cone Nonprofit Top 100 Brands).

Thus, in order to differentiate from other water charities, Tap Water Project must leverage UNICEF's existing strong brand presence. This would appeal to the Youthful Dreamers, as they become attached to well-known causes and large-scale ideas with an international focus. By leveraging the UNICEF brand throughout all marketing communications, Tap Water Project will be able to increase the quantity and value of its awareness, reach, and donor base. The potential for this expansion will include consumers who currently have positive associations with UNICEF and will translate this affiliation into monetary donations to the water cause through the Tap Water Project.

Incorporating impact-oriented marketing

In order to further increase the value of Tap Project's existing media impressions and donation outlets, messaging should incorporate impact-oriented marketing. Primary and secondary research indicates that people are motivated to donate if they know who is affected by their donation and what their money is supporting. In addition, secondary research shows that over 80% of Americans find it important that they believe the charity has a significant impact on the cause.^{xiv} Impact Seekers display this characteristic, as they value donations and volunteer work that is extremely impactful.

To attract more donors, the Tap Project's marketing efforts should show impact through both rational and emotional appeals, focusing on the impact in its targeted underprivileged communities. Emotional appeal has been shown to be twice as effective in generating action over advertisements with solely rational appeal. This appeal is key in influencing donor support, especially with the segment of Youthful Dreamers. The TAP Project should transition existing communication channels to incorporate aspects of both emotional and rational appeals to drive impact-oriented marketing. Incorporating this impact factor in messaging to show Tap Project's positive changes in global areas of need not only increases awareness and expands the donor base but also promotes engagement and maintains sustainable relationships with supporters.

Emphasize recurring donations

Even with the success of its primary fundraising efforts from Water Week, Tap Project can further increase funding by capturing recurring donations. Tap Project's current restaurant event model strongly encourages one-time induced donations from urban restaurant goers. However, primary research shows that people donate more than once a year, with the average around four times a year.

Therefore, expanding donation opportunities beyond current annual events can encourage more frequent donations that provide a continuous stream of funding. To reinforce donor behavior that achieves repeat contributions, Tap Project should promote messages that will facilitate long-term



growth and make donation outlets more available. This will benefit the Tap Project with a higher funding potential, greater awareness of water needs, and the year-long visibility of its brand.

Increasing engagement of donors

To further increase recurring donations, Tap Project needs to create greater engagement with donors to make them feel personally connected through community involvement. As mentioned above, research shows that donors are more motivated to donate if they know what their money supports and if they know who is affected by it. They are also more likely to donate through collective community efforts, which can be defined as activities that happen in one's community or in a global community. This donating behavior aligns with characteristics of Impact Seekers, who invest their time and energy resources to increase the depth of social engagement in their communities. Through these efforts, an entire locality can be united so that individuals are greater engaged with the Tap Project. With greater engagement, donors also have an intensified response when they see specific or generic stimuli. This intensified response increase a synaptic connection between the donor and Tap Project which makes it easier for donors to see who is being affected and impacted.

Integrated Marketing Communications

IMC Objectives

- Rebranding the Tap Project by improving its awareness as a UNICEF initiative
- Improving the messaging of current marketing materials through a "Water Gives" campaign
- Inducing donations to the UNICEF Tap Project through various new fundraising efforts
- Creating excitement about the UNICEF Tap Project in local communities
- Developing and nurturing/cultivating relationships with donors and volunteers

The Current Water Week and Restaurant Donations Model

Instead of being the dominant business model of the Tap Project, Water Week and the one-time donations in participating restaurants will become the marquee event of the year. Since the majority of the UNICEF Tap Project's donations come from the restaurant week model, it is still important to emphasize this pivotal part of the IMC. Most of the major media impressions that will be made for the UNICEF Tap Project will come during this week. However, leading up to Water Week, several changes to the UNICEF Tap Project's marketing materials and programming will occur.

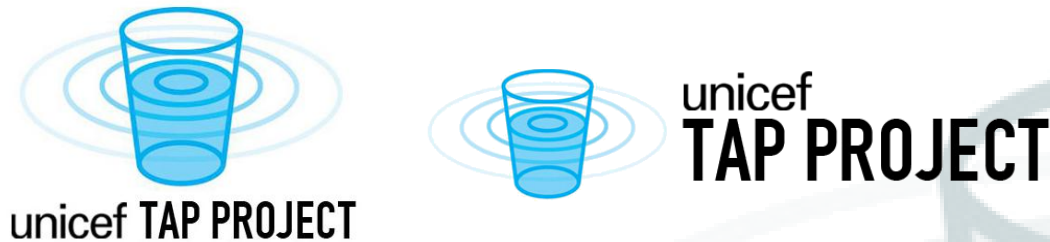
Refocused Public Relations Efforts

To make the most of the current in-kind media donations being received, a "sizzle" reel will be compiled from several videos to use on talk shows and other TV media outlets that have supported the UNICEF Tap Project in previous years. These in depth videos will be made from a site visit to one of the areas being aided by the UNICEF Tap Project. The videos will show the process of how water issues are being resolved abroad so Tappers can see the exact effect their efforts are having on people abroad. This new approach will make the current in-kind media impressions more impactful and powerful than what has previously been done to promote the UNICEF Tap Project.



Rebranding the Logo

By adding the UNICEF brand to the Tap Project name, the initiative will benefit greatly by leveraging the rich history and brand equity of the UNICEF name. By strengthening its connection to UNICEF, the Tap Project leverages UNICEF's high brand awareness as a credible and impactful nonprofit to help build its own awareness as a reputable organization. This credibility will increase individuals' belief in the impact their donation will have and ultimately increase their willingness to donate. The current Tap Project logo will be slightly revised to integrate the UNICEF name to increase the immediate recognition of its affiliation with UNICEF.



Impact-Oriented Messaging through the Water Gives Campaign

The Tap Project's current message focuses on communicating the alarming numbers and statistics of the world water crisis. While these facts certainly demonstrate the strong need for donations demanded by the simple scale of the water problem, they are not sufficient to compel individuals to make that financial contribution themselves. Our research shows that individuals are more likely to donate to a cause when they are emotionally connected to it and have a clear understanding of the impact of their donation as supported by our survey results. In order to drive more donations, the Tap Project must create an emotional connection with individuals by clearly communicating the impact of a donation.

The enhanced message of "Water Gives" will help the Tap Project achieve this desired effect. Thus far, the Tap Project has effectively defined the direct impact of a \$1 donation.

"Just \$1 can supply a child with safe drinking water for 40 days"

However, the impact of a donation has far greater implications than simply providing access to water for 40 days. By giving water, an individual also gives life, health, education, security, and joy. These ideas are communicated through a simple message: "Water Gives". This enhanced message creates a clear emotional connection with individuals in the United States. While Americans may not be able to understand and relate to not having access to clean water, they have a strong historical obligation to promote the right to live, to good health, to education and opportunity. These individualistic concepts resonate deeply with Americans (show important causes) allowing the Tap Project to connect emotionally with its audience and to fully describe the impact of a donation. This new impact-oriented message will be shown through numerous outlets. See **Appendix N** for detailed IMC timeline.

Website – Small Changes for a Significant Impact

The current website effectively introduces users to the Tap Project, sharing with them the project's history and information on how restaurants and individuals can contribute to the cause. It thoroughly covers various aspects of the project, from media coverage to success stories. The professional design of



the website and the thoroughness of the information on the website is important to convincing a user that the Tap Project is a worthwhile organization to give to.

However, the Tap Project can extract additional value from their online presence by: (1) adding the enhanced message to emotionally engage visitors, (2) adding visuals to improve how information is communicated to the visitor, and (3) creating opportunities for visitors to interact with the Tap Project. The Tap Project can achieve these objectives by adding seven features to the website, as described below. These features will reposition the website from its current state as a static source of information toward a more dynamic, interactive site that engages consumers and increases the transparency and legitimacy of the Tap Project. See **Appendix I** for sample web pages.

Homepage

The homepage should shift its focus from the current message to the enhance message of “Water Gives” in order to create an immediate emotional connection with visitors to the site. By communicating this message, the Tap Project can also share the stories of the people it has helped and show visitors the real impact that their donation has on people’s lives.

The Movement

The Tap Project has a vast pool of supporters: individuals, restaurants, cities, ambassadors, and corporations. This page will help the Tap Project communicate the scope and scale of its supporters. For example, the current website does not list all the celebrity ambassadors supporting and endorsing the Tap Project. Additionally, the fact that different cities have different Tap Project logos can be confusing to visitors unfamiliar with the Tap Project’s operations. By organizing this information on the website, the Tap Project helps visitors feel part of a larger worldwide initiative, supporting the strategy targeted to youthful dreamers.

The Impact

The Tap Project has a tremendous impact on the communities it serves and should share the stories of these communities on this page. While statistics demonstrating the Tap Project’s success in numbers certainly show the project’s positive impact, they fail to engage visitors and convey the human effect and real life impact of donations. By sharing specific stories of how the Tap Project was able to help these communities, the Tap Project introduces a personal and emotional element to the project’s results.

Get Involved

In order to fully harness people’s excitement for the cause, the Tap Project must clearly communicate the different ways that people can get involved, a feature that the current website lacks. Introducing this page enables the Tap Project to translate people’s excitement into action that will ultimately increase the Tap Project’s received donations.

Donate

In addition to its current single donation format, the Tap Project should also offer users the option of giving through a donation subscription. This format requires a one-time sign up, but once users are registered for the subscription, the Tap Project will charge the users’ credit card a dollar amount set by the user and at a frequency set by the user. This subscription format will encourage users to donate repeatedly to the Tap Project and represents a form of ‘planned donation’.



Once the user has donated, the website should encourage the user to share this news with family and friends through e-mail or through social media accounts like Twitter and Facebook. This feature will allow donors to publicize their goodwill, which was found to be an important causative factor for some people to donate. This will also raise the awareness of the Tap Project through powerful word of mouth advertising.

Blog

The Tap Project has a volunteer blog on an external website, but it is not directly linked to the project's website. In addition to directly linking the blog to the website, the Tap Project should allow volunteers to post on the blog to encourage idea sharing and feedback among volunteers from different cities. In an interview with a volunteer, the volunteer noted "it would probably be really helpful to talk to people from other smaller cities" but that he "couldn't figure out how to post on the blog and the Tap Project people only posted twice." The blog should be used as a forum where volunteers can share what they've learned and help new volunteers learn the ropes. This sharing will improve the effectiveness of volunteer efforts.

Keep It Updated

The Tap Project should update the website regularly to demonstrate to visitors that the project is active and is constantly working to make a difference. Constant updates afford legitimacy to the organization and assure donors and volunteers that they have supported a worthwhile cause.

Metrics

Number of unique visitors, Number of returning visitors, Number of online donations, Blog participation

Water Gives – Print Campaign

Description

A print ad campaign was developed that focuses on the use of emotional elements in the marketing pieces. The focal points of the ads will be the numerous benefits water can give a child. The open ended slogan "Water Gives" will allow for a variety of ads to be developed so that the person viewing it can fill in the phrase with whatever they personally feel is most relevant (life, education, happiness, safety, etc). Ad agencies will be given creative freedom to make their own creative choices regarding the ads but these guidelines will be used to give the campaign a cohesive feel. See **Appendix J** for sample mockup.

Metrics

Additional donations while the print campaign runs

Water Gives – Direct to Consumer Email Campaign

Description

Charities should not be shy about connecting with donors by e-mail. Nearly three-quarters said it was appropriate to receive an e-mail reminder to renew their gift, while another 74% said they were more likely to give again if they received an e-mail letting them know how their money was spent. Periodic emails will be sent updating previous donors and volunteers of the work that is being done by the UNICEF Tap Project while also seeking new donations. See **Appendix K** for sample email mockup.

Metrics

Click-through rate, Number of donations from emails,



Water Gives – Online Campaign

Description

Banner ads on websites like the New York Times will appeal to our main segment of interested Tappers since it is a news source they would regularly check. This is another outlet with which to show our impact-oriented “Water Gives” campaign to drive traffic to the website where potential Tappers can find more information on how to donate or volunteer. See **Appendix L** for sample banner ad.

Metrics

Click-through rate, Number of unique visitors

Interactive Media

Objective

Targeting Youthful Dreamers, Create brand awareness, develop personal connections to the cause, increase number of donation channels, and increase number of donations.

Description

The Tap Project must work to develop their online presence in new media outlets. Taking advantage of these low-cost options will create awareness of the brand and develop personal relationships with the online community.

Twitter

The Tap Project needs to develop personal relationships on Twitter. A personal Twitter page with a spokesperson for the Tap Project will be created. Donors and volunteers can use the Tap spokesperson as a resource to help them get involved and answer questions or promote their current campaigns. He/She can also post updates on recent successes of the campaign.

YouTube

The series of videos documenting the process of how the UNICEF Tap Project is resolving water issues are will be posted on the official YouTube page for those interested in seeing the exact impact their donations are making. All promotional videos made through creative agency will be posted here as well to provide a substantial amount of video content for Tappers.

Facebook

Centralize a UNICEF Tap Project group to leverage UNICEF’s brand to increase awareness of the Tap Project on Facebook. Utilize the social media gaming platform and create a Tap Project game much like freerice.com that generates awareness for the cause while also educating users in a fun and engaging way.

Metrics

Webpage traffic count, number of friends/fans

Youth Engagement

Objective

Get youth excited about fundraising, drive community and parent involvement, raise awareness about the world's water crisis, and create a fun way to raise money.

Penny Races in Elementary and Middle Schools

Much like the Trick or Treat for UNICEF program, students will collect change and other small denomination donations racing to fill up Tap Project branded water jugs that would be distributed to the



schools. Primary schools will also be provided educational materials about hygiene and sanitation to create a cohesive program that provides benefit to the Tap Project, the school and students.

Metrics

Number of participating schools, amount of money raised

Tap-opoly in Elementary and Middle Schools

Many new or small private schools look for ways to gain publicity and awareness in their communities through unique charitable activities. Tap-opoly fills this need by creating a distinctive and fun program to inspire children to work with their classmates, teachers, and communities towards solving the world water crisis.

Tap-opoly itself can be paired with curriculum designed specifically for world history and geography classes explaining the tragedy that the UNICEF Tap Project seeks to address. Each classroom in the designated schools would receive a Tap Game starter kit including a board, instructions and fundraising tips. The class would compete against other classes, working together to reach out to local businesses, friends and family to “sponsor” parts of their boards. Similar to the monopoly game where people can fund properties, students playing Tap-opoly can find donors to fund water project milestones such as the building of wells or the establishment of hygiene education programs. As the program progresses, schools will also receive regular updates including stories of the children they’re helping. This will help to keep children involved and active in the campaign.

Students can also organize their own fundraisers in order to sponsor properties. This self-sufficiency in aiding children their own age will galvanize their excitement and create a future source of donations as they continue their donations as they get older. Every class that fills their board could receive a class-wide ice cream or pizza party to celebrate their success and the school can collect the boards and display them to illustrate the impact that the school was able to achieve together.

Metrics

Number of participating schools, amount of money raised

Partnering with Model UN clubs at the High School level

A natural partnership can be developed between high school Model United Nations clubs and the UNICEF Tap Project. These highly motivated and internationally minded secondary students would serve as great ambassadors for the Tap Project spreading awareness in both their schools and communities. Model UN clubs would be challenged to throw a fundraising event for the Tap Project and empowered to think of ideas that would generate the most buzz and participation in their schools. A grand prize could be awarded to the school that raises the most money and an actual United Nations representative would visit their school.

Metrics

Number of participants, amount of money raised

Sister Communities

Objectives

- Increase donor engagement with the Tap Project by eliciting personal connections between donors and UNICEF’s beneficiaries.
- Spread the Tap Project cause through existing relational networks in US communities.



- Encourage goal-oriented donation by giving communities a concrete ‘objective’ for their sister city/town.

The Premise

UNICEF connects its contacts in target countries (e.g. Belize, Guatemala, Nicaragua) with community organizers in the US. A US community – be it a small town, a neighborhood in a city, a company or a religious organization – is assigned a ‘sister city’ in a target country, and rallies together around the cause of helping that city’s citizens reach their goal. The sister cities communicate with each other, through both pre-determined exchanges of photos/video/stories as part of a program, as well as informal exchanges via e-mail and other media.

Rationale

The sister city program fulfills the desires of donors to see concrete results from their donation. By reporting stories about real people who have real needs, a dose of urgency is added to the task of one’s donations. Forming personal connections between people across international borders, from donors who care about their fellow humans to hopeful communities abroad, allows UNICEF to inspire people more directly to spread and further the cause. Since most donors in our survey indicate that they are more likely to donate to a cause if they know someone affected by it, this will result in more frequent and higher-impact donations.

Logistics

- Contacts with individual villages are procured from UNICEF’s global operations, and an assessment of the peoples’ needs is made to help pair them with US communities.
- UNICEF reaches out to members of US communities who have indicated interest in the Tap Project but are not directly served by existing organization around Water Week in a major metropolitan area. This initial contact is a call to action, centered around a direct and personal communication from a member of a target community including pictures and/or video about life in that town.
- Individuals respond to this call to action by enrolling as ‘community coordinators’. Coordinators are given a bill of materials with further action items about how to gain traction for the sister city in their own community. Materials include:
 - A teaching lesson that can be given in local schools, allowing children to learn about global citizenship and water needs across the world. Children will be encouraged to ask their parents what their family’s contribution to global water access is, and to transfer this information to their parents. They will see a video of children like them in their sister city to make the experience more ‘real’.
 - Background information, quotations, images, and an outreach letter for coordinators to gain exposure for the sister city program through their local town newspaper
 - Examples of signs and marketing collateral, as well as key distribution strategies to spread general awareness, including postings in local supermarkets, religious settings, etc.
 - A method to apply for a supply of garden hose nozzles or faucet water filters branded from a partner company, which can be distributed to citizens of the town to remind them of their sister city.



- Periodic e-mail campaigns to encourage contact with individuals in the sister city. Community organizers can give progress reports about the fundraising and awareness effort, and target village members will return with additional pictures, stories, etc indicating the progress being made.

Metrics

Number of donations in various cities, Number of participating communities

Partnership with Nalgene

Objective

To increase the general awareness of the Tap Project while also providing a sustainable year-round source of funding.

Description

A partnership between the Tap Project and Nalgene will increase brand awareness because of Nalgene’s mass appeal and wide presence. A portion of the proceeds from the sales of these special co-branded water bottles will go directly to the Tap Project to support the initiatives of the program. Consideration was given to partnering with a bottled water company, such as Dasani or Aquafina, but because of the wasteful nature of these products, it made more sense to partner with a reusable bottle company that is promoting sustainable efforts. See **Appendix M** for mockup of bottle design.

Metrics

Number of bottles sold

Financial Information

UNICEF Tap Project’s new marketing campaign is estimated to cost \$270K while generating donations of \$3.2M. Significant costs arise from Tap-opoly(\$132K), Penny Wars(98K), and new promotional videos (\$28K). These costs are justified as Tap-opoly (\$1.3M in donations) and Penny Wars (\$810K in donations) are driving a majority of our donation income, and the promotional videos are driving higher exposure to the UNICEF Tap Project. Roughly 90% of the budget is being utilized while producing estimated donations exceeding the target amount of \$2M by an additional \$1.2M. See **Appendix O** for expanded financial estimates and assumptions.

Initiative	Cost	Event	Donations
Rebranding the Tap Project	\$ 5,465.00	Penny Wars	\$ 809,165.00
Website Changes	\$ 1,134.00	Model UN Partnership	\$ 52,500.00
Penny Wars	\$ 97,539.00	Water Week Restaurants	\$ 960,500.00
Tap-opoly	\$ 131,649.00	Nalgene Project	\$ 101,969.00
Model UN Partnership	\$ 2,931.00	Tap-opoly	\$ 1,260,175.00
Interactive Media	\$ 2,240.00	Online Donation Subscription Service	\$ 210,180.00
Other	\$ 28,008.00	Text For Tap	\$ 97,750.00
Total Cost	\$ 268,966.00	Total Donations	\$3,492,239



Conclusion and Future Outlook

UNICEF has a moral imperative to strive for the UN Millennium Development goal of reducing the number of people without access to safe water and basic sanitation by 50% before 2015. To support this vision, the US Fund for UNICEF inherits the strategic imperative to stretch its existing capabilities and fundraise as much as possible in that timeframe.

While it has established a successful fundraising and awareness campaign through the Tap Project, the current incarnation of the Water Week event fails to meet several of UNICEF's goals. While revenue and awareness are both important drivers of UNICEF's prowess as a charity, the competitive context of charities mandates observance of more detailed metrics. Revenue alone is not enough; the revenue stream must be stabilized in frequency throughout the year. Similarly, awareness does not sustain donations; the quality of awareness must be considered, as measured by personal engagement with the brand and belief in its overarching purpose.

These deep metrics must be evaluated in terms of donor insights to find areas of opportunity for UNICEF. Primary and secondary research suggests three major insights. First, UNICEF's brand name is more widely recognized than the Tap Project. Second, most donations occur because of personal relevance, formed by observing tangible impact and engaging with beneficiaries of a cause. Finally, donors desire to contribute to their favorite causes an average of four times per year.

Opportunities abound for UNICEF as a result of these insights and business drivers. The Tap Project's donor base, currently limited by Water Week's short timeframe and narrow reach, can be dramatically expanded using existing assets. The UNICEF brand equities can be applied to the Tap Project to increase its legitimacy and sense of broad reach. Media impressions already donated to the Tap Project can be re-tasked with an impact-oriented messaging framework, emotionally connecting individual donors with the beneficiaries of UNICEF's work. Finally, donors can be given more frequent and localized opportunities to donate to the cause, aligning these recurring opportunities with their impulses to give.

The imperatives of donors, volunteers, and UNICEF are unified under the mantra "Water Gives". In its new strategy, the UNICEF Tap Project will be the global bridge between donors in the US and communities abroad. As water bridges the gap between disease and health, poverty and comfort, so too will UNICEF bridge the gap between donors who care and people who hope for a better future. When the Tap Project better communicates UNICEF's impact and values, it will rally communities across the country under one name and one dream. Changes in 2010 will prove, not merely through numbers, but through faces and relationships, that water truly gives life.



Appendices

Appendix A: Competitive Analysis

	Attribute	YMCA	Salvation Army	United Way	American Red Cross	Goodwill
	Appx. Annual Income	\$2Bn	\$2Bn	\$66M	\$3Bn	\$2Bn
Competitive Positioning	■ Family-oriented	✓				
	■ Holiday		✓			
	■ Education			✓		
	■ Medical				✓	
	■ Employment					✓
Fundraising Approach	■ Retail Sales	✓				
	■ Website					
	■ Workplace Campaign			✓		
	■ Item Donations		✓			✓
	■ Blood Drives				✓	
	■ Donations to Standing Funds				✓	
	■ Membership Fees	✓				
Target Donors	■ Families	✓				
	■ Corporations	✓				
	■ Non-Specific		✓	✓	✓	✓
	■ Partnerships					
	■ Corporate	✓				
	■ Sports Industry		✓			
	■ Product			✓		
	■ Other Charities	✓	✓			✓



Appendix B: 3 C's Analysis

	Context	Strategic Input
Company	<ul style="list-style-type: none"> ■ Donors prefer donating to charities that have pre-existing credibility and success associated to their cause ■ Well known charities are more likely to attract donations 	<ul style="list-style-type: none"> ■ Research has shown that the UNICEF brand is better known than the Tap Project ■ UNICEF's success in the past decades worldwide, has strengthened the organization's credibility, developing a sense of trust within a potential donor
Collaborators	<ul style="list-style-type: none"> ■ Partnerships help charities by providing assistance ranging from media coverage to direct financial assistance ■ In a partnership between a charity and a non-charity, the non-charity organization gains by associating their brand name with social responsibility, providing them with positive publicity 	<ul style="list-style-type: none"> ■ Partnerships with organizations such as Watergeeks and American Express have yielded significant donations for the Tap Project to carry out their projects ■ Tap Project's media partners have also played a crucial role in providing media coverage to Tap Project and its cause
Competitors	<ul style="list-style-type: none"> ■ Social media such as Facebook and Twitter are hubs for activity and publicity for charities targeting the tech-savvy ■ Facebook and Twitter currently have approximately 70 million, and 15 million users in the United States ■ Partnerships with non-charity organizations and celebrities also play important roles in gaining donations and volunteers ■ Trust and Credibility is essential for a charity organization to attract donors 	<ul style="list-style-type: none"> ■ Competitors such as charity:water gain most of their following using Social media, targeting the tech-savvy youth ■ WaterAid banks on its partnerships with celebrities, high profile donors and policy decision makers ■ Non-water charities, induce donations by publicizing the effects of their efforts in distressed regions

¹ Frey, David. "Charity Marketing: Growing Your Business Through Charitable Giving" "<http://www.frugalmarketing.com/dtb/charity.shtml>"

² Tap Project website: <http://www.taproject.org/partners/>

³ Burcher, Nick. "[Latest Facebook usage statistics by country - 12 months of extraordinary global growth.](http://www.nickburcher.com/2009/07/latest-facebook-usage-statistics-by.html)" July 2, 2009. "<http://www.nickburcher.com/2009/07/latest-facebook-usage-statistics-by.html>"

⁴ Weir, David "Only 1 in 20 Americans Use Twitter" May 6, 2009 "<http://industry.bnet.com/media/10002109/only-1-in-20-americans-use-twitter/>"



Appendix C: Situational Analysis

	Positive	Negative
Internal	<p>Strengths</p> <ul style="list-style-type: none">■ Dedicated volunteers■ Original events■ Past partnerships	<p>Weaknesses</p> <ul style="list-style-type: none">■ Event driven fundraising■ Lack of central control
External	<p>Opportunities</p> <ul style="list-style-type: none">■ Fully leveraging the UNICEF brand■ Potential year-long fundraising effort■ Media attention on water shortage■ Emotional appeals in marketing	<p>Threats</p> <ul style="list-style-type: none">■ Increasing number of water charities■ Partnerships established by other charities■ Lack of relationship between donors and the Tap Project



Appendix D: Sample Survey Questions

Demographics

1. **What is your age?** (Free Response)
2. **What is your gender?** (Male/Female)
3. **What is your zip code?** (Free Response)
4. **What is your income level?** (Full Time Student/Under \$20,000/\$20,000-\$39,999/\$40,000-\$59,999/\$60,000-\$99,999/\$100,000 and above/I prefer not to answer)
5. **What field are you in?**
(Student/Business/Medicine/Academia/Law/Retail/Government/Arts/Engineering/Service Industry/Other)

Cause Awareness

6. **List charitable causes that interest you** (Free Response)
7. **What three keywords do you associate with charities that appeal to you?** (Free response)
8. **What category of charities appeals to you personally?**
(Environment/Disease/Education/Poverty/Religion/War violence/Disaster relief/Clean water/Hunger)

Donor Motivation

9. **What motivates you to donate to a cause? [Linkert scales]**
(I know someone who is affected by the cause,
I see the effect of my donation,
It is a well known cause,
It is a local cause,
People can see that I donated (Livestrong bracelets, TOM'S shoes),
It is convenient to donate)

Donor Behavior

10. **How have you participated with non-profits in the past?** (Donated money/Raised money/Increased awareness of cause to others/Volunteered time/Joined committees/Helped plan events/Have not participated in the past/Other)
11. **How often do you participate in the above activities?** (A few times a month/Once a month/Once every 3 months/Once every 6 months/Once a year/Once every 5 years)
12. **Which do you prefer?** (Donating money/Volunteering time/Both/Neither)
For those who prefer Donating Money or Both
13. **What is the amount of your typical donation?** (Under \$5/\$5-\$19/\$20-\$49/\$50-\$99/\$100+)
14. **How often do you donate?** (A few times a month/Once a month/Once every 3 months/Once every 6 months/Once a year/Once every 5 years)



15. In general, do you always donate to the same cause? (Yes, exclusively to one charity/Yes, to several charities with the same cause/No, I donate to several causes)

For those who prefer Volunteering Time or Both

16. How often do you volunteer? (A few times a month/Once a month/Once every 3 months/Once every 6 months/Once a year/Once every 5 years)

17. When you volunteer do you prefer (Volunteering by yourself/Volunteering with friends/Volunteering with your employer)

18. When you choose a place to volunteer, which factor is most important? (Location/Cause/Type of work being done/Official volunteer with an established program/Knowing someone who also volunteers)

Brand Awareness

19. Have you heard of UNICEF? (Yes/No)

20. Have you heard of the Tap Project (Yes/No)

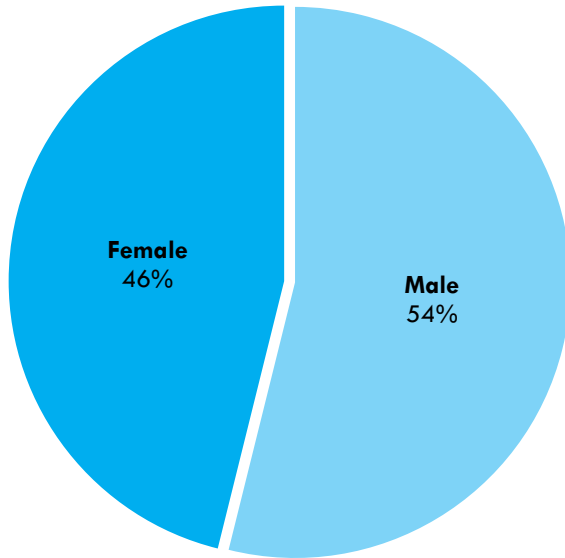
21. How have you heard of the tap project? (When you donated at a restaurant/Friends or family/Advertisements/Tap Project website or internet/A Water Walk/Through UNICEF/Tap Project public event/Haven't heard of the Tap Project/Social Media)

22. Have you donated or volunteered for the Tap Project? (Donated/Volunteered/Both/Neither)

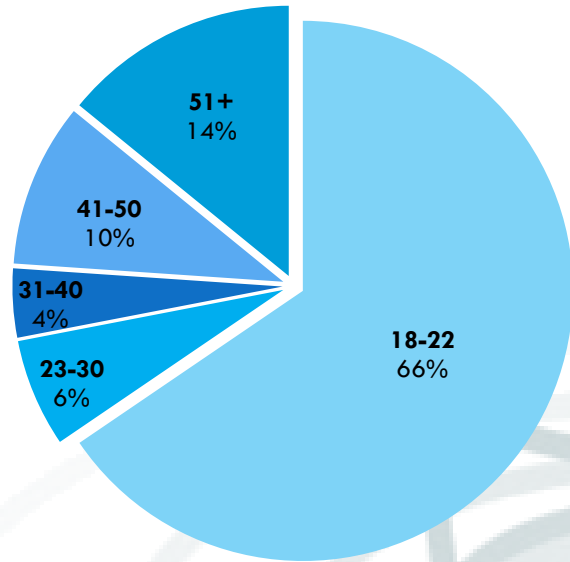


Appendix E: Survey Demographics

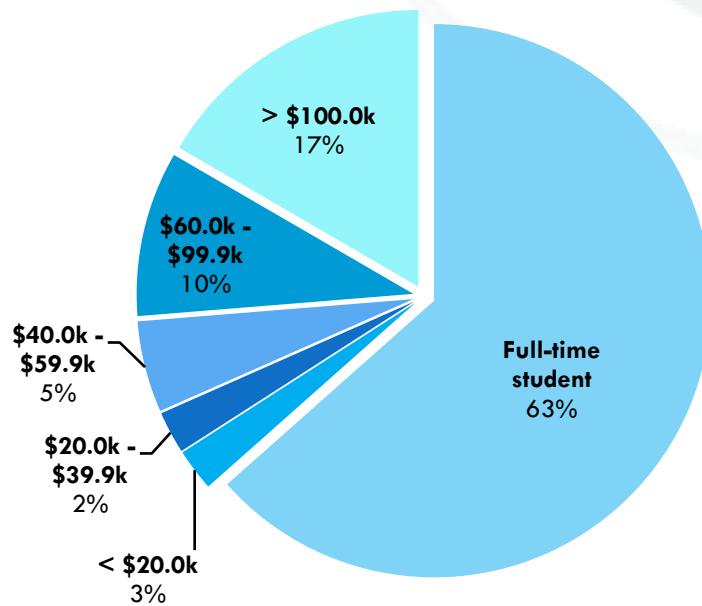
Gender



Age



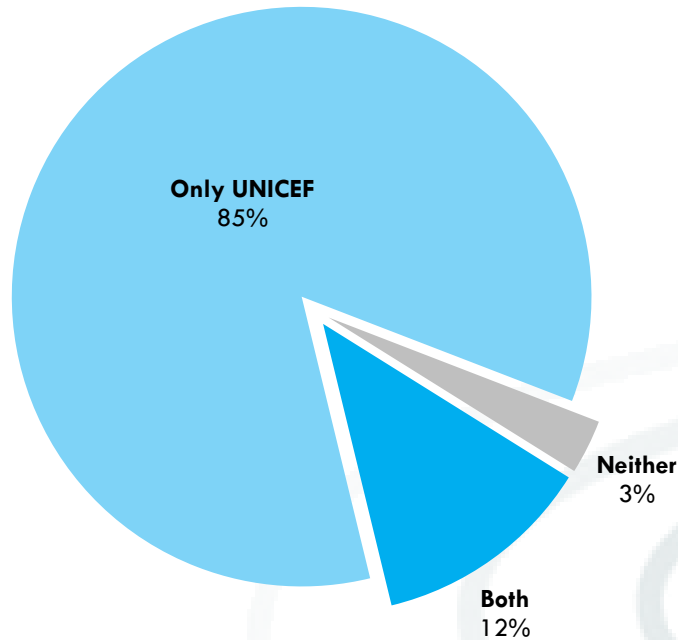
Income



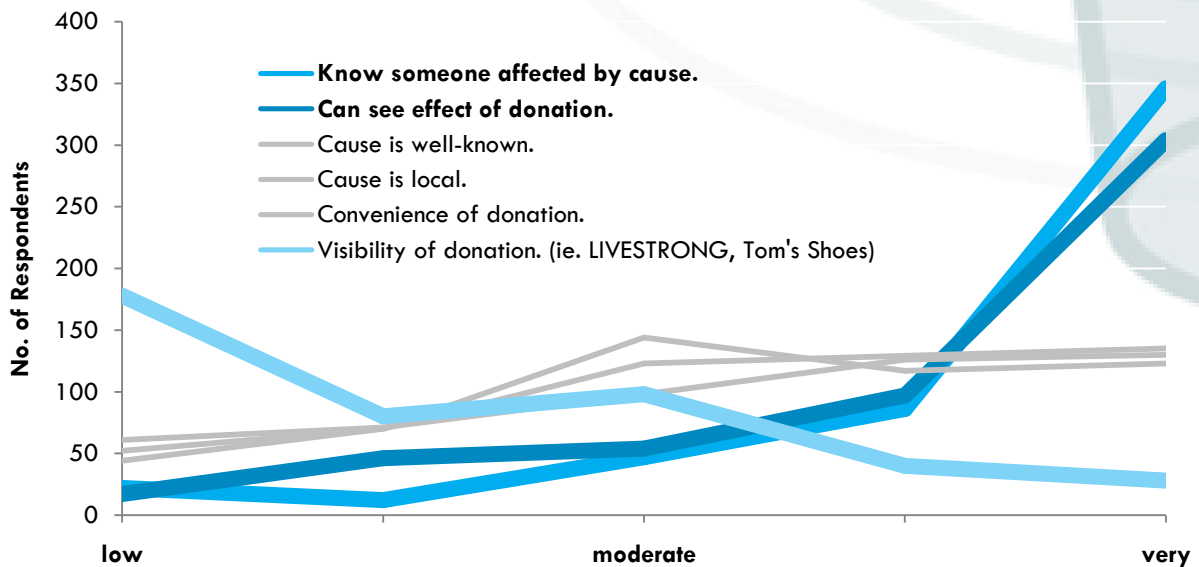


Appendix F: Survey Highlights – Selected Charts

Awareness of UNICEF and Tap Project

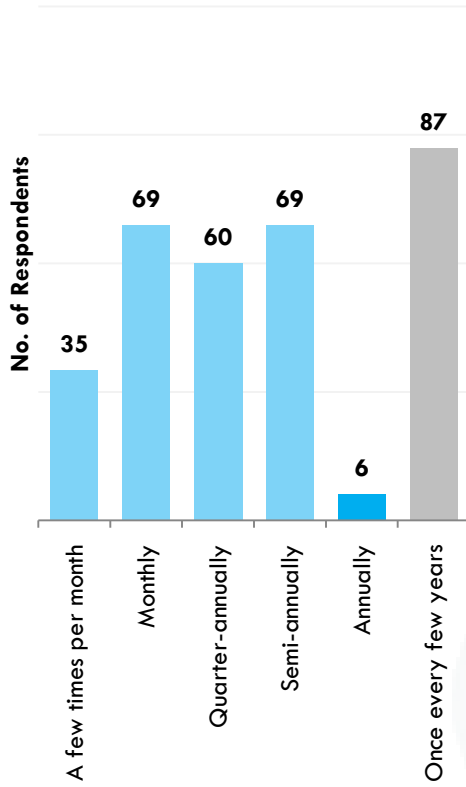


Salience of factors in donation decision

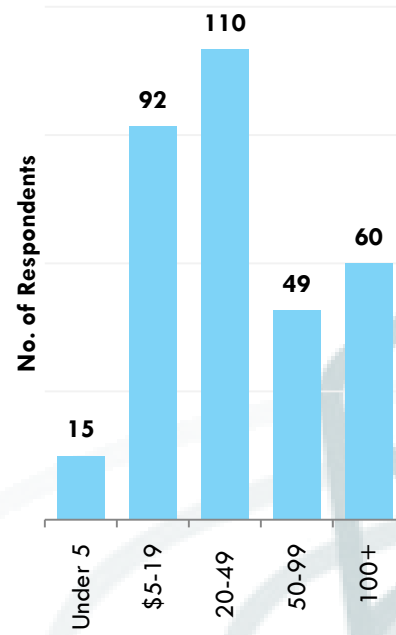




Frequency of Donation



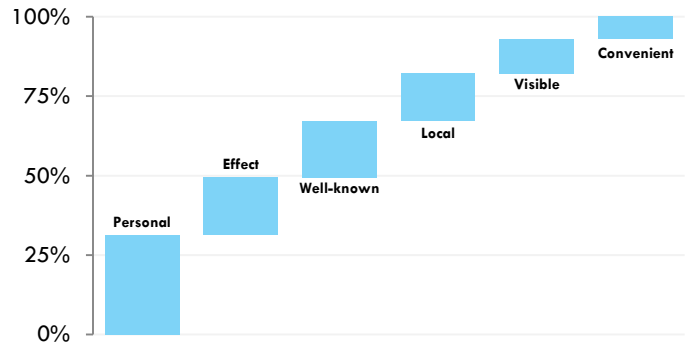
Avg. Amount per Donation



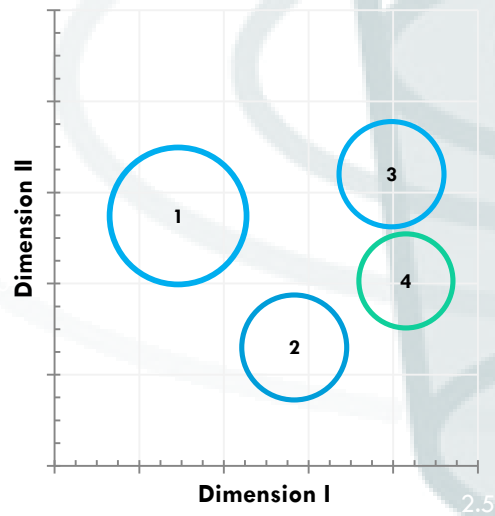
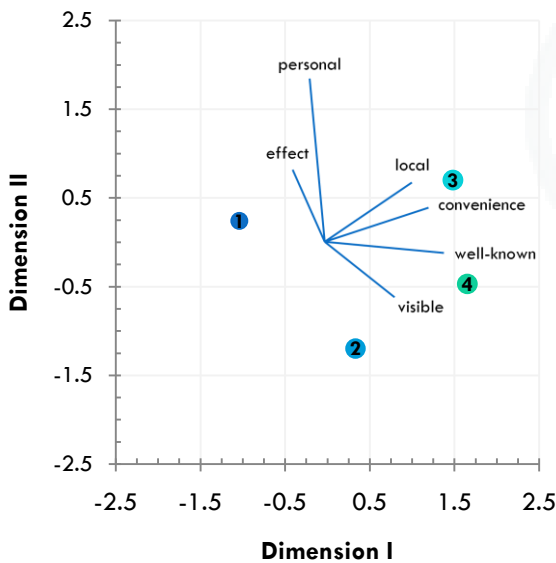


Appendix G: Factor Analysis

Component	Eigenvalue	Percent	Cumulative
Personal	1.8693	31.2%	31.2%
Effect	1.0923	18.2%	49.4%
Well-known	1.0655	17.8%	67.1%
Local	0.9041	15.1%	82.2%
Visible	0.6429	10.7%	92.9%
Convenient	0.426	7.1%	100.0%




Appendix H: Cluster & Discriminant Analysis




Legend	Segment
1	Youthful Dreamers
2	Persistent Connectors
3	Impact Seekers
4	Skeptical Localists



Appendix I: UNICEF Tap Project Webpage Mockup



unicef
TAP PROJECT®



ABOUT

THE MOVEMENT

THE IMPACT

GET INVOLVED

DONATE


BLOG


MEDIA

PARTNERS


WHY GIVE WATER?

WATER GIVES LIFE







LIFE




HEALTH



SECURITY



EDUCATION




JOY

The UNICEF Tap Project gives to Guatemala


Of Guatemala's 13 million people, 22 percent live in extreme poverty in rural areas and many lack access to safe water sources and are unaware of proper sanitation techniques. Young children are very vulnerable to waterborne diseases, such as diarrhea, and the simple habit of washing hands with soap could halve the number of child deaths due to diarrhea each year. Teaching children simple, healthy habits and the importance of proper hygiene at an early age can prevent illness or death and improve their quality of life.

Thanks to the support of Tap Project donors like you, UNICEF is working in cooperation with local governments and communities in the highland and coastal areas of the country to improve the water supply and sanitation facilities at 50 primary schools. In addition to these activities, a related education and awareness campaign will ensure that this work continues to have lasting effects on the 50,000 primary school children and 15,000 men and women in these communities. These programs will empower children, teachers and community leaders to be advocates for the promotion and conservation of safe water and proper sanitation habits, as well as pave the way to healthier lives.

[read more](#)



unicef
TAP PROJECT®



ABOUT

THE MOVEMENT

THE IMPACT

GET INVOLVED

DONATE


BLOG


MEDIA

PARTNERS


WHY GIVE WATER?

WATER GIVES HEALTH







LIFE




HEALTH



SECURITY



EDUCATION



JOY

The UNICEF Tap Project gives to Belize

Access to clean, drinkable water and toilet facilities is a significant development challenge in Belize, and the consequences reach far beyond health issues.

Take for instance Jose, age 7, who lives with his brothers and sisters in the southern village of Midway, Toledo. At present, Jose goes to school—but his school has no running water and uses an existing, unsanitary pit as the latrine. For water, students walk daily to the river and fill a bucket that is then placed at the front of each classroom for drinking. Water to wash hands is not available.

A health check of Jose reveals that, like all his fellow students and siblings, he suffers from chronic malnutrition and stunted growth. He is also severely infested with parasites or worms, which drain his energy and inhibit his potential to learn, increasing the chance he will drop out of school early, destined to repeat the same vicious cycle of poverty.

UNICEF set out to address the problem and discovered that less than nine percent of the schools were in compliance with the agreed ratio

[read more](#)






- ABOUT
- THE MOVEMENT
- THE IMPACT
- GET INVOLVED
- DONATE
- BLOG
- MEDIA
- PARTNERS

WHY GIVE WATER?

WATER GIVES EDUCATION



The UNICEF Tap Project gives to Cote D'ivoire

In Brobo Village in the Cote d'Ivoire, Suzanne and Claudia, age 13 and 11 respectively, are eager to show their homework to their teachers. The routine of going to school, however, is a recent development. In the past, the girls woke up at four in the morning to get to the nearest water pump (3 miles away) and return home by 7 a.m. During droughts, fetching water could take a whole day—the only alternative was the nearest pond, often the cause of severe health problems. "We know that drinking water from a pond and cooking with it often makes people sick," says Suzanne. "But sometimes we just have no choice... If there is nothing else than water coming from ponds, we'd rather get sick than die from thirst."

UNICEF has supported installation of two new water pumps in Brobo—including one at the school compound that allows 1,200 pupils to drink potable water.

"The clear water we get at school tastes so much better than the muddy water we used to get at the pond," Claudia mentions. "And now, since we don't have to walk as far as before to fetch water, I finally get to go to school every day," she says.

[read more](#)


LIFE




HEALTH


SECURITY


EDUCATION


JOY





- ABOUT
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The UNICEF Tap Project started in 2007 as a grassroots effort in New York City. Today, it has gained the support of thousands of restaurants in dozens of cities across the US with the help of volunteers like you and celebrity ambassadors like Lucy Liu and Sarah Jessica Parker. Click to learn more.



CITIES





RESTAURANTS



AMBASSADORS



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- Restaurants
- Ambassadors

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TAPPING INTO CITIES [become a city coordinator](#)

Scroll over a city to see how much it has contributed to the UNICEF Tap Project. Don't see your city on the map? Become a city coordinator and start the movement in your city today.

ABOUT

THE MOVEMENT

THE IMPACT

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DONATE

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PARTNERS

SEE THE IMPACT [donate now](#)

The UNICEF Tap Project raised **\$100,000 in 2007, \$555,000 in 2008, and \$820,000 in 2009.**
help us reach \$2,000,000 in 2010.

Roll over a country to see how your donations and support changed people's lives.





Appendix J: UNICEF Tap Project Print Ad Mockup



WATER GIVES

GIVE NOW: TEXT **WATER** TO 9999



unicef
TAP PROJECT



WATER GIVES

GIVE NOW: TEXT **WATER** TO 9999




unicef
TAP PROJECT






Appendix K: UNICEF Tap Project Direct E-mail Mockup

From: Peter Michael
To: Warren Pevner
Cc:
Subject: **Unicef Tap Project Update** Sent: Thu 12/3/2009 9:47 PM



**unicef
TAP PROJECT**

Water Gives...




Thank You for Your Support

The UNICEF Tap Project has had a productive year so far thanks to the wonderful support from all of its volunteers and donors. We have completed 16 new wells with a total of 145 wells created since the beginning of The UNICEF Tap Project. If you follow the link below to our website, you can see pictures taken from your sister cities that have received help directly from your donations. We have also added a blog space so that donors and volunteers can talk with their fellow Tap Supporters!

Overall, Donations have increased by 15% since last year, but there are still are a lot of thirsty people in this world. Keep making a difference by continuing to donate and volunteer. Thank you for supporting The UNICEF Tap Project!

-UNICEF Tap Project Team

YOUR Impact



Give Water. Donate.

Appendix L: UNICEF Tap Project Online Banner Ad Mockup



WATER GIVES

GIVE NOW

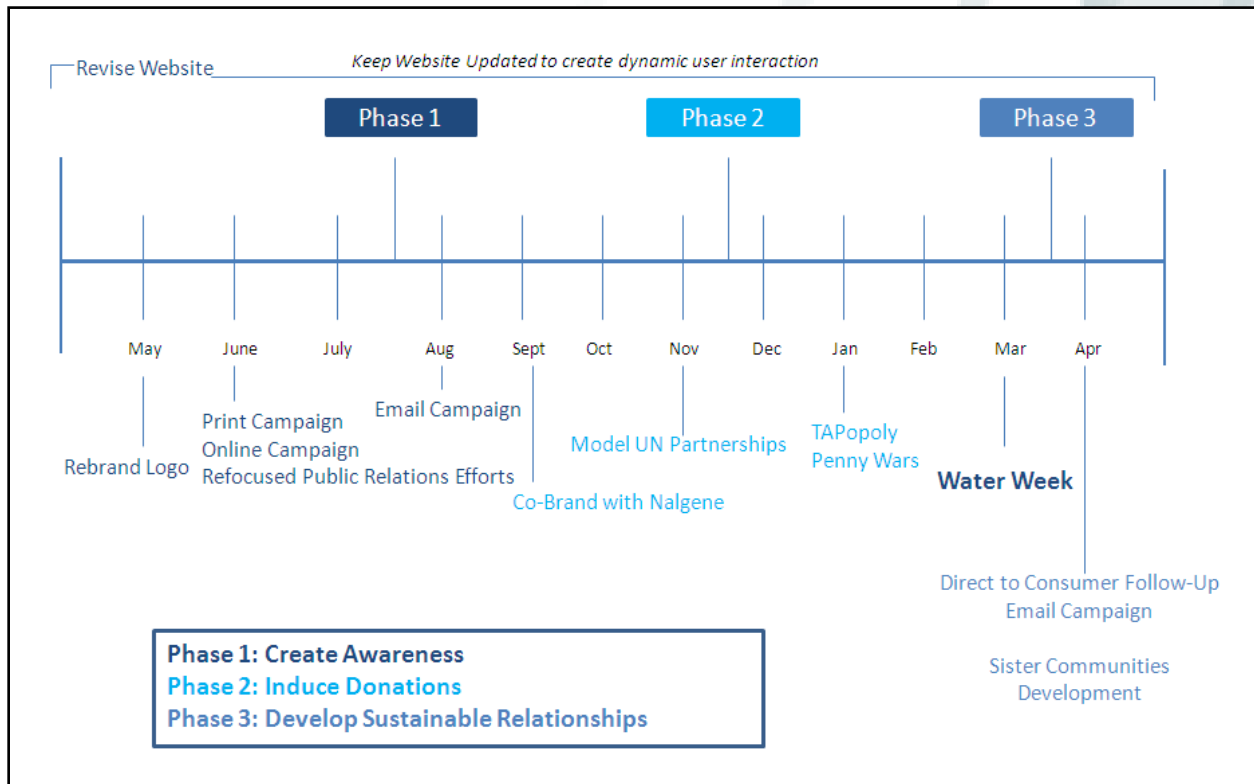
unicef TAP PROJECT
unicef united states fund



Appendix M: UNICEF Tap Project Co-branded Water Bottle Partnership Bottle Design Mockup



Appendix N: IMC Timeline





Appendix O: Expanded Financial Estimates & Assumptions

Total Cost			\$ 293,872.00
	Quantity	Price	
Rebranding the Tap Project			\$ 10,421.00
New Logo Changes	1	\$ 150.00	\$ 150.00
New Marketing Materials	1	\$ 10,171.00	\$ 10,171.00
SG&A	1	\$ 100.00	\$ 100.00
Website Changes			\$ 2,134.00
Costs of Reformatting	1	\$ 2,000.00	\$ 2,000.00
SG&A	1	\$ 134.00	\$ 134.00
Penny Wars			\$ 116,489.00
Water Jugs	1,895,000 Students	\$.02/Student	\$ 37,900.00
Educational Materials	1,895,000 Students	\$.04/Student	\$ 75,800.00
SG&A	1	\$ 2,789.00	\$ 2,789.00
Tap-opoly			\$ 131,649.00
Collection Materials	75,800 Classrooms	\$.40/Classroom	\$ 30,320.00
Educational materials	75,800 Classrooms	\$1.30/Classroom	\$ 98,540.00
SG&A	1	\$ 2,789.00	\$ 2,789.00
Model UN Partnership			\$ 2,931.00
Grand prize	1	\$ 1,000.00	\$ 1,000.00
UN Ambassador (Travel, etc)	1	\$ 1,500.00	\$ 1,500.00
SG&A	1	\$ 431.00	\$ 431.00
Interactive Media			\$ 2,240.00
Interactive Facebook Game	1	\$ 1,740.00	\$ 1,740.00
SG&A	1	\$ 500.00	\$ 500.00
Other			\$ 28,008.00
Promo. video - YouTube	1	\$ 27,864.00	\$ 27,864.00
SG&A	1	\$ 144.00	\$ 144.00

The integrated marketing campaign proposed is expected to generate donations of \$3.9M with costs of only \$270K. Donations net of costs are estimated to be \$3.6M.

Significant cost associated with the campaign arise from rebranding The Tap Project, website changes, the Penny Wars Campaign, Tap-opoly, the Model UN partnership, Interactive media changes, and new promotional videos. Rebranding the tap project includes the costs of updating the logo to include UNICEF and the subsequent need for new marketing materials. Using estimations from professional logo redesign firms and the approximate costs of new marketing materials, rebranding the Tap Project should cost roughly \$5.5K. Website reformatting estimations were done in a similar manner yielding a cost of \$1.1K. Penny Wars involves sending both collection and education materials to elementary schools around the nation. Assuming a participation rate of 5% among elementary schools, a subsequent 70% participation rate within these schools, and material costs of \$0.05 a student, Penny Wars will cost \$97K. Tap-opoly, our other elementary school-based initiative, assumes similar participation rates. Since the



fundraiser involves community collection boards in classrooms and education kits, materials were estimated to cost \$1.70 per classroom. Given the level of production and the low cost of the education materials, this number is indicative of real prices that UNICEF Tap Project would realize. Tap-opoly is going to cost \$132K. Despite the large cost of the two school initiatives, these programs form the main donation drivers behind UNICEF Tap Project's new campaign and are estimated to quickly cover any costs incurred. The Model UN Partnership will just have to cover costs of a monetary prize and the travel expenses of an Ambassador from the UN. The Model UN project is expected to cost \$3K. Using online game designer proposals, the interactive media Facebook game is expected to cost \$2.2K. Finally, the promotional videos are going to cost \$28K. This assumes a full film crew in Africa for seven days. Expenses include: payment for the crew as taken from online proposals, cost of airfare, and food/lodging expenses.

Major donation drivers for the new UNICEF Tap Project include Penny Wars, the Model UN partnership, Water Week, Nalgene co-branding, Tap-opoly, the new donation subscription service, and Text for Tap. Valuation for Penny Wars assumes a value of \$0.61 per student that participates. This amount was derived from research on schools that have used this fundraiser in the past. Penny Wars is expected to generate donation income of \$809K. Model UN has 175 national chapters. Assuming a 25% participation rate and an average donation of \$1.2K per chapter, the Model UN partnership is expected to raise \$53K. Taking UNICEF Tap Project's new marketing initiatives into account, there is a projected growth rate of 13% in the donations of Water Week. Other water charities such as Charity: Water have experienced growth up to 500% after revamping their marketing, so the 13% growth rate is conservative. The Nalgene co-branding initiative should generate donation of \$101K. This assumes a \$7 premium on every Nalgene sold that will go directly to UNICEF Tap Project. Tap-opoly valuation uses similar reasoning to that of Penny Wars. Tap-opoly classrooms should raise roughly \$107 per classroom involved for a total of \$1.6M. The newly instated online donation subscription will ask for donors to give \$5 a month or \$60 annually. Since this is a large donation, the model assumes that only those close to the cause will sign up. For the number of participants, the number of Water Week volunteers was used grown at the estimated growth rate of Water Week (3100 volunteers; 13%). It is estimated to raise \$210K. Finally, Text for Tap is expected to raise \$98K. This number is in line with other text-based fundraising initiatives such as Red Cross's "Text2Help" campaign (\$192K) and Alicia Keyes recent "Keep a Child Alive" Campaign (\$130K).



Appendix P: Works Cited

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