

Measuring Benefits of Work-based Learning Programs

Benefit Type	May Include	Source of Data?	How Will Data Be Measured?	Who Will Collect Data?	Time Frame?	Dollar Value \$ _____	Notes
Labor / Time Savings	<ul style="list-style-type: none"> • Reduced duplication of effort • Shorter lead time to reach proficiency (hours saved x \$) • Operations performed faster (hours saved x \$) • Less supervision required (supervisory hours saved x \$) • Less time spent correcting mistakes (hours saved x \$) • Faster access to information (hours saved x \$) 						
Productivity / Performance Improvements	<ul style="list-style-type: none"> • Faster work rate (\$ value of additional units, sales) • Less waste / fewer rejects (real \$ savings) • Less accidents (\$ savings of claims, lost work, regulatory and administrative effort) • Improved competitiveness / higher market share 						
Other Cost Savings	<ul style="list-style-type: none"> • Less maintenance costs because of fewer machine breakdowns • Lower staff turnover rates, resulting in lower recruitment and training costs • Less grievances, claims, job actions (\$ saved) 						



ROI Formula:
Taken from
www.work-basedlearning.org

Work-basedLearning.org

ROI Formula for a Work-based Learning Program

Note: After you have gathered the relevant data using the ROI Worksheet, the totals for each cost and benefit type can be placed into this ROI Formula template.

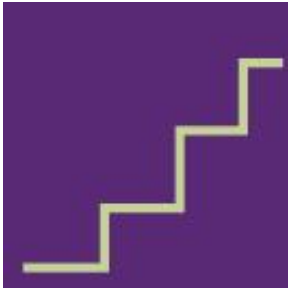
Return on Investment (ROI) = (Benefits / Costs) x 100

This calculation will give you a percentage figure. If the return on investment is 100%, this means that the work-based learning program in question broke even in financial terms (Benefits = Costs). If the percentage figure is above 100%, this means that the financial benefits of the program were greater than the investment required. Obviously, the higher the percentage figure, the greater the ROI.

Costs	
Design and Development	
Administrative	
Teaching	
Materials	
Facilities and Equipment	
Learner Costs	
Opportunity Costs	
Total Costs	\$ Y
Benefits	
Labor / Time Savings	
Productivity / Performance Improvements	
Other Cost Savings	
Total Benefits	\$ X
ROI is (X divided by Y) times 100 =	_____ %

A FINAL WORD

The tools, resources, and ideas in this guide were designed to provide you with a framework to think strategically about the relationships you build with employers. Whether you've decided to adopt this framework step by step, or found an individual tool or concept which shapes your thinking about employer engagement, we hope you'll find greater success in your efforts to help young people enter the work world.



APPENDIX A: CREATING AN EMPLOYER ENGAGEMENT CAMPAIGN STRATEGY

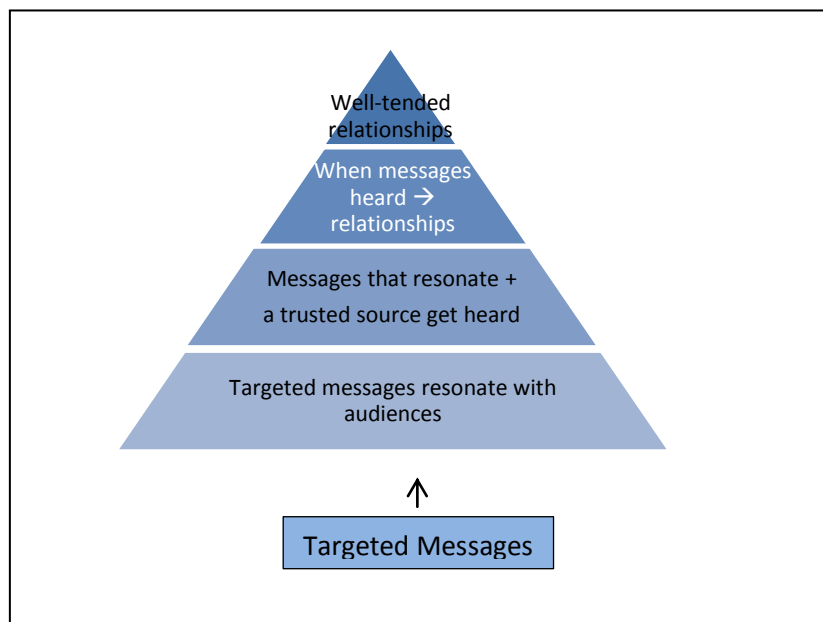
Introduction: This section provides resources developed as a part of a grant-supported project to help local workforce investment areas in Massachusetts carry out employer engagement campaigns.¹ The purpose of an employer engagement campaign is to increase the number and quality of youth employment placements and employer-led career awareness and exploration activities—in employer-paid and state or city-paid youth jobs programs.

WHAT IS A MARKETING CAMPAIGN AND HOW IS IT DIFFERENT FROM MARKETING IN GENERAL?

Marketing can be defined as the messages and methods your organization uses to explain who you are. Figure 1 helps outline the dynamic involved with the right messaging. The key to successful outreach is developing messages targeted to specific audiences' needs and interests. Knowing what your audiences care about will make your messaging resonate with existing and potential employer partners.

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Figure 1
Marketing
Dynamic



¹ Commonwealth Corporation engaged Karen Horwitz, a strategy and marketing consultant in the nonprofit arena, to develop tools to help youth employment program planners create and implement employer engagement campaigns and outreach programs. The materials and related information in this section have been developed by Karen Horwitz or documented as part of a series of workshops held in the summer and fall of 2012.

To compete with the hundreds of messages that are ‘in the air’ at any given moment, work on developing relationships with people who can be reliable references for your program. Messages get heard when they come from a trusted source that has credibility among your audience (i.e., a community leader, a business association). It is estimated that 20-50% of purchasing decisions are the result of word-of-mouth (WOM) recommendations—particularly for new purchasing decisions. When messages are heard, the potential for building more relationships can happen. And once you deliver benefits and keep partners engaged, relationships become well-tended and can deepen.

Deep engagement with employer partners is a sign of mutually beneficial relationships; deep engagement also makes developing new relationships easier due to the WOM factor. In short, effective marketing can make your job in youth employment programming easier. First, you will have less start-up energy spent on reinventing the wheel when making placements. Second, youth participants benefit by your ability to structure more ‘cohort’ opportunities—whether they be multiple placements of youth in the same business or sector, or in employer partner-led work-readiness and career exploration activities.

A marketing campaign is a series of activities designed and executed to promote a new or existing product or service or to build the brand image of an organization. A campaign is generally a time-bound activity; it is usually a short-term effort but not exclusively. An employer outreach campaign can support ongoing employer engagement efforts or it can be used to attract a new group of partners to a program or organization. Either way, it is an endeavor that requires planning, coordination, and detail-oriented follow through to be successfully implemented. The steps outlined in this **Appendix B** will help you develop a marketing plan to organize and carry out your campaign.

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STEP ONE: TARGET YOUR AUDIENCE

The first step in developing targeted messages is to prioritize your audience. It is not possible to effectively focus on every employer in your community. Think strategically about who is most important in meeting your goals. Spend time identifying your priority audiences. Use **Table 1** to help you come up with specific examples of the target audiences you need based on the goal(s) you are trying to meet.

Table 1
Identify Target Audiences

Identify Target Audiences	
Goal: Increase # of youth employed	<ul style="list-style-type: none"> Who do we need to engage in order to meet this goal? Who are actors? Decision-makers? Influencers? Who is primary audience? Secondary audience?
Goal: Build Relationships with Companies	<ul style="list-style-type: none"> Who can help us with this goal? Are there partnerships/relationships we can form to meet this goal? Who is primary audience? Secondary audience?
Goal: Get youth ready to succeed on the job	<ul style="list-style-type: none"> Who can help us with this goal? Who can help us determine if we have been successful? Who is primary audience? Secondary audience?

Target audiences can be separated into two groups. **Primary audiences** are people with a direct role in responding to your outreach campaign. **Secondary audiences** are people who can help you meet employers and persuade them to get involved. Table 2 gives a sample list of primary and secondary audiences in an employer engagement campaign.

Table 2
Primary and
Secondary
Audience
Examples

Primary Audience Examples	Secondary Audience Examples
<ul style="list-style-type: none"> • STEM employers • Healthcare employers • Green career employers • Manufacturing firms • ICT firms (information and communications technology) • Human resources associations • CEO roundtable –chamber of commerce • HR professional association • Entrepreneur association • CORI friendly employers • Hospitality and recreation • Retail 	<ul style="list-style-type: none"> • Parents • City planner or mayor • Labor unions—apprenticeships and they know who is hiring. • Youth--qualified and work ready • Industry associations—specific sectors • Donors/foundations • Non profits • Schools • Workforce Investment Board networks—WIB boards • Community colleges-- for training • Media-can influence community involvement

STEP TWO: COMMUNICATE WITH KEY AUDIENCES

The foundation of marketing outreach efforts is the pitch. A pitch is a carefully constructed message that succinctly communicates a lot of information. It describes what your program does; signals understanding of possible objections; articulates the value or solution your program can deliver to the target audience; and states what action you want the person/organization to take.

Developing a pitch may be easier if you break the process down to separate components listed below and then blend them together:

- Program description
- Objections
- Response to those objections
- Value your organization can deliver to the audience

- What action you want this person to take

Program Description: Getting a program description that is crisp, appealing and relevant to target is not always as easy as it sounds. While the program description doesn't have to be audience specific, that is targeted to the health care field for example, it should be clear concise and compelling—something that everyone in your organization can say.

In creating your program description, consider the aspects of your program that may resonate with a need the target audience has. Examples of aspects of program that might be useful include the following:

- Our youth are come to you with support
- We call participants job seekers not 'kids' or youth
- We place high school grads and college grads
- We place young people in a wide age range: 14-24
- We serve your location and areas (towns, cities)
- We have low commitment ways to get involved as well as opportunities to hire youth
- We provide support systems that go along with individual placed —job coaching etc.
- Our service takes the burden off employers hiring process—we screen and refer qualified candidates
- We save you time and money
- Name drop—tell employers who else in the community is involved.
- Youth receive 10 hours of work skills –hard and soft skills
- Our services are free (note: some people don't view this as a positive feature)
- Describe the successes of your program
- We help young people find a career not a job
- We are involved with the community in important ways—companies will want to know this
- We've been doing our work successfully for many years

There may be aspects of your program that the target audience may not understand, find confusing or not very appealing. There are the words and ideas that you want to stay away from and not include in your program description. Examples might include:

- At-risk youth
- Free
- Low income
- Disconnected
- Hard to serve

- Inner city
- Dropouts
- Offenders
- Urban
- Use of Agencies Acronyms—i.e., DMR, DMH, MassRehab

Overcoming Objections: Knowing your target audiences’ interests and concerns is critical to your message development process. Whenever you can, address your audience’s business concerns or speak their language to show that you understand them. Spending time to figure out audiences’ objections will pay off when you are pitching your program to potential partners. Learn how to answer the following questions:

Why do I (member of target audience x) care about what you are telling me?

- Will it make my life easier?
- Will it fix a problem I am facing?
- Is it about what I believe is important?

Objections tend to be audience focused, so this part of the pitch may have to be customized to the type of audience you are interacting with. **Table 3** shows a selection of common objections and some possible ways to overcome them.

Table 3
Overcoming
Objections

Objection	Sample Ways to Counter Objection
We already have a quota	
No transportation	Market to businesses on bus routes, find transportation--some programs have a van
Why do your participants need help finding a job?	I’m trying to help you find the best –make best selection. Identify with employer what they are looking for. Everyone needs help--it’s a tough economy and I’m filtering for your needs.
No work experience	We have great students, good extracurricular activities. They have heavy course load at school and manage—are good at time management. Have volunteered, done workshops with us. They are highly trainable—can learn your way. We can get training fund, focus on strengths; share job descriptions of what youth have done with other employers so that they can see how it relates to work environment
Contract corporate—way to get out of commitment	We would love to be able to give our presentation to your corporate office to educate staff there on how we might be able to help meet your community relations goals as well as your business needs.

They can't pass drug test	We drug test all our job applicants.
We hire youth only by referral—our employee's children	Many of our young people come with references from other local firms. I'd be happy to show you some testimonials.
We tried but it didn't worked out	I hear that you may have been frustrated by hiring youth in the past. I'd love to give you more information about how we screen young people to make sure it's a good match.
They have to apply online	We'd love to have our teens apply. Would it be possible to for us to prepare a presentation on how best to fill out online applications using your company's as an example.
Only hire people with college degrees	We have helped other companies both cut recruitment costs associated with hiring college grads and hire from a loyal pipeline of high school graduates with our help. I can tell you more about this if you are interested.
Our workers have to have HS degree	
Not hiring	There are other ways to get involved in our program—such as doing a guest speaker or a job shad; When do you typically hire. Hiring one of our young people could help your bottom line—here's what it would cost you to hire youth.

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Define the value your organization can deliver to the audience: One of the central elements in a pitch is delivering the 'what's in it for me' factor. Private-sector businesses in particular are interested in their bottom line. They want to know how your program will help them, make their life easier, or contribute in some way to their objectives—be they bottom-line related (the business-need angle) or associated with community relations (the community-service angle).

Putting it together: Here is a sample pitch that ties together the elements described above and ends with a concrete action step.

My name is (name) and I work for the Career Center. We train, promote and prepare job seekers in our area for the jobs of today.

We identify the employment needs of our health care industry and create a pool of qualified potential employees to fill entry level/high turnover positions in your industry. We have worked with several employer partners for the past 6 years by providing them with qualified employees. We have a success rate of 75% of our referrals getting hired and staying with the hospital for at least a year. We also provide ongoing support services for our local employers by offering job readiness workshops for their incumbent workers.

Our services can reduce turnover in the entry level positions within your company. I noticed that you are posting several dietary, transport and other entry level positions on Craigslist monthly. Craigslist has a cost associated to it which we could eliminate by having us post and refer qualified candidates for these positions. We can accommodate your company as your hiring needs change. If you would like to make use of our services, which we have been providing the local area for over 15 years, we could start with your current entry level job positions and see if our services would benefit your company both financially and time wise.

Ask an Expert

Q: How do you get a chance to give a pitch--do you do it by phone or in person?

A: Try your pitch at a job fair to practice. Finding the opening is difficult--there is no perfect answer to this question. One way is to dialogue—ask employers questions about what they do and find a way to take their points and weave your points in.

Q: Is it alright to ask employers about how much they know about your organization before giving your pitch?

A:

- It's a good idea to take your script and break up.
- Give employer a bit of the pitch and ask to call in a week after sending more information. Then try to set up a meeting.
- Know about the industry –know that they opened up a new office.
- Practice, practice, practice. Do your pitch front of your board members—not just your friendly colleagues.

Q: Should I just show up? Go in and ask for hiring manager?

A:

- Targeting part-time employers may be easier—more employers are up for that.
- Use your pitch informally where ever you go. Ask stores you go to if they are hiring youth. I went into a place for lunch recently—it turned out the manger was a summer youth participant.
- Do research before, use LinkedIn to find out hiring manager—try to avoid gate keeper.
- Stop in if you see a hiring sign.
- Get pitch ready for holiday season at retail stores. We invited Jordan's Furniture hiring person to come to our high school to interview students for the Christmas season.

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STEP 4: BUILDING YOUR NETWORK

Once you have an effective message or pitch, it's time to find the right audiences to deliver it. Use your network for help in finding connections to employers in your community that are good matches for your program. Use the network map tool (**Table 5**) to identify people in each network category within your community.

Table 5
Network Map

Network Function	Specific Examples of From Your Community
Hub: --Highly connected in my community --Actively and effectively spread the word on local happenings	
Gate Keeper: --Link different groups --Is the first to know and entry point for community information	
Pulse-taker: --Has considerable influence --May or may not have high profile job	

Your mantra at this point could be ‘mindful relationship development.’ Think about who you want in your portfolio and who could connect you. You want to reduce the cold call aspect of prospecting as much as possible. Spend time identifying targets that are good matches for your program; then, be persistent and diligent about learning about them and finding a ‘warm’ connection. **Table 4** shows how to use three tools in prospect research.

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Table 4
Prospecting Tools

Source	Type Research
Linked In	Company Targeting <ul style="list-style-type: none"> • Find information about target companies • Identify individuals who work at company • Find connections to individuals at company
Google	Individual Prospect Research <ul style="list-style-type: none"> • Research boards, affiliations of WIB Boards • Learn about individual within a company you are meeting
Networks	Network Mapping <ul style="list-style-type: none"> • Hub: Who is highly connected and effectively spreads the word? • Gatekeeper: Who links different groups and is the starting point for community information? • Pulse-taker: Who carries a lot of influence regardless of position?

Tapping into your networks is key. Start out by working with someone who knows and likes your group, make an ‘ask’ for your program. Make it clear and easy—start there and work out in your circles. Build WOM (word of mouth) exposure by contacting an employer who has had a positive experience with your program. Get her/him to do testimonial on Youtube. Contact a hub person or a gatekeeper and have that person circulate the testimonial.

Other ways to build networks include the following:

- Host chamber events
- Use Facebook and Twitter—send out updates and messages of interest

- Identify Community Reinvestment Act coalitions or other community partners with a business interest
- Sponsor business breakfasts with high profile speakers –mayor
- Engage local funders—individual donors, foundations, and corporations
- Conduct informational interviews
- Ask existing employer partners if they can introduce you to their affiliates

STEP FIVE: USING EFFECTIVE MARKETING METHODS

The success of a marketing campaign depends on developing a good strategy and then taking action to execute that strategy. Marketing tactics are the methods or ways you execute a strategy. One of the skills involved in marketing and outreach is the ability to match the right method with the right audience. For example, you wouldn't use Twitter and Facebook to communicate with audiences who do not value or understand social media.

Sample Tactics

- One-on-one visits
- Brochure
- Flyers
- YouTube
- Twitter
- QR code
- Facebook
- Testimonials—video
- Local cable access
- Joint market ads—with local sports team
- Ad in Chamber of Commerce newsletter
- Billboard
- Local radio
- PSA's to radio stations
- Interviews with local newspapers
- Local politicians
- Sides of buses
- FourSquare

A Note about Websites: A regularly updated website can be an effective tool for targeting companies. It provides legitimacy for your organization that is important to a company. Information on web sites can be shared easily after meeting with employers.

Targeting youth with websites is more difficult. Young people tend to prefer using social networking sites over websites. Developing a website for youth can be time consuming and potentially expensive to update. Spend time with staff and stakeholder to determine whether youth are an audience you need to target.

What to consider in creating effective web sites for employer engagement

Does the site target the following audiences:

- Companies
- Donors
- Media

Are employer benefits clearly outlined?

Are there distinct messages for different audiences?

Are materials downloadable materials re: hiring youth?

Is Information on non-hire activities for employers included?

Are there highlights of employers who work with them?

Effective marketing materials help you deliver you messages in consistent, appealing ways. It's worth spending time to develop coherent marketing materials (identity brochures, fact sheets, testimonials, annual reports, etc.) or to fine tune existing materials. Plan how to customize your marketing collateral so that it is tailored to a specific target audience. Use the **Collateral Analysis Form** to assess your marketing materials.



Collateral Analysis Form (Horwitz Consulting)

Name of collateral/marketing piece:

Assessment Characteristic	Score 1= Does not meet this criterion 2 = Somewhat meets criterion 3 = Definitely meets criterion
<i>Consistency – look:</i> Extent to which this piece is visually consistent with other pieces of collateral (color scheme, logo placement etc.)	
<i>Consistency – feel:</i> Extent to which this piece feels like other pieces of collateral (i.e. consistent tone, imagery etc.)	
<i>Ability to scan:</i> Extent to which average reader could understand main points quickly	
<i>Audience focus:</i> Extent to which the audience(s) for the piece are clear	
<i>Messaging:</i> Piece contains messages for intended audience	
<i>Call-to-Action:</i> Contains clear “ask” that is appropriate for the audience (e.g. companies: provide a tour, hire one young person this summer)	
<i>Easy to Complete Call-to-Action:</i> It is clear how to comply with the ask and easy for the audience to do so (e.g. if you want to provide a tour, send back this prepaid postcard)	
<i>Jargon:</i> Contains no acronyms, short-hand or anything else a typical person would not understand	
<i>Includes real stories:</i> Piece has stories, pictures, quotes etc. from real stakeholders such as youth, companies, partners	
<i>Stories are Matched to Audience:</i> Stories, pictures, quotes etc. are appropriate for intended audience(s) of the piece	
Total Score	

For any characteristics that did not receive a “3”, identify specific ways to improve the piece:

Assessment Characteristic
<p><i>Consistency – look:</i> The reason why this piece did not score a “3” was because</p> <hr/> <p>The way we can fix this is to</p> <hr/>
<p><i>Consistency – feel:</i> The reason why this piece did not score a “3” was because</p> <hr/> <p>The way we can fix this is to</p> <hr/>
<p><i>Ability to scan:</i> The reason why this piece did not score a “3” was because</p> <hr/> <p>The way we can fix this is to</p> <hr/>
<p><i>Audience focus:</i> The reason why this piece did not score a “3” was because</p> <hr/> <p>The way we can fix this is to</p> <hr/>
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<p><i>Jargon:</i> The reason why this piece did not score a “3” was because</p> <hr/>

<p>The way we can fix this is to</p> <hr/>
<p><i>Includes real stories:</i></p> <p>The reason why this piece did not score a “3” was because</p> <hr/> <p>The way we can fix this is to</p> <hr/>
<p><i>Stories are Matched to Audience:</i></p> <p>The reason why this piece did not score a “3” was because</p> <hr/> <p>The way we can fix this is to</p> <hr/>
<p>The Three Most Important Changes We Can Make Are</p>

Ask an expert:

Q: Is it a good idea to be confrontational in your marketing materials? We are working on a public service announcement and some of the suggestions we brainstormed were challenging to businesses. How do you know what works?

A: You might want to consider your brand-- are you conciliatory, are you 'in your face'? Test it out with some of your audiences. Does the right 50% like the ad? How do you know that?

Q: Can you use a specific industry's jargon?

A: There is a benefit in using their language—it signals that you know them and it's a shorthand “We get you.” In general, try to keep jargon to a minimum.

STEP SIX: MAKING THE PLAN—AND CARRYING IT OUT

A marketing plan helps you organize the series of steps needed to achieve a marketing or outreach goal. It describes your target audiences and lists your goals, strategies, and tactics. The plan will be essential in developing a work plan to carry out the campaign. The work plan should specify the project leads, project milestones and deliverables as well as project measurements. Finally, to keep a campaign on track, use a marketing communications calendar to help you organize your efforts. Make an effort to incorporate a specified number of ‘touches’ every month using a specific tactic. Planning ahead of time allows you to be thoughtful about budgets and schedules. A template for creating your marketing plan is included in **Appendix B**.

Goals, Strategies, Tactics—what’s the difference?

It’s helpful to articulate marketing goals, strategies and tactics so that you are not missing any of the pieces. Here are some examples of each.

The **goal** in an employer engagement campaign may be to increase the number of community employers willing to hire teens and young adults.

A marketing **strategy** is an idea of how the goal could be achieved. A good way to distinguish a strategy from a tactic is to use a ‘what if we...’ statement. The statement makes sense only if what you fill in the blank with is an idea.² If you complete the sentence with ‘...develop a web site for employers’ it would not be a strategy because a web site is not an idea. One example of a strategy might be to segment different target audiences and offer a youth training plan that is customized to the industry. Another strategy might be to develop a teen employment agency set up to undertake short-term projects.

Marketing **tactics** are the actions you take to execute your strategy. They might be considered the ‘how’ or the ‘where.’ Developing a web site or a brochure that helps employers learn how to contribute to your program is an example of a marketing tactic.

² <http://www.brandinsightblog.com/2009/11/01/marketing-strategy-vs-tactics/>

Annual Marketing Calendar

When building this calendar, think realistically about:

- Which pieces you will have in-hand at what points in the year
- When your team or customers will be so busy that marketing efforts may not be a good use of resources (i.e. your team right before a big event, companies during holiday season)

For each priority audience, your goal will be to reach them 1-3 times a season depending on the directness of the touch, for example mailing your brochure is much more direct than an ad in a magazine.

Once you have completed this calendar, create a work-plan for every project on the calendar.

	Print efforts	Digital efforts	Personal Outreach	Events	Ads/PSAs	Other
Summer						
Audience 1						
Audience 2						
Audience 3						
Audience 4						

Fall					
Audience 1					
Audience 2					
Audience 3					
Audience 4					
Winter					
Audience 1					
Audience 2					

Audience 3							
Audience 4							
Spring							
Audience 1							
Audience 2							
Audience 3							
Audience 4							

APPENDIX B: CREATING A MARKETING PLAN

TARGET AUDIENCES

Place an asterisk by each of the audiences your organization is trying to reach

- STEM Employers
- Healthcare Employers
- Green Employers
- Manufacturing Employers
- Information and Communications Tech. Employers
- Employer Champion: *goes to bat to hire youth*
- Employer Fiscal Sponsor: *pays for youth employment*
- Employer Administrator: *gets youth ready & set up for work*
- Employer Manager: *oversees and provides feedback to youth*
- CORI-Friendly Employers
- Youth: *qualified, work ready*
- HR Association
- CEO Roundtable
- Chamber of Commerce
- Entrepreneur Association
- Parents
- City planner/Mayor
- Labor unions: *have apprenticeships & local hiring information*
- Donors/Foundations
- Administrators of Community Reinvestment Act
- Non profits
- Schools
- WIB boards
- Community colleges-- for training
- Media
- Others: *Please identify below*

PRIORITY TARGET AUDIENCES

From those audiences identified above, define which 3-4 audiences will help your organization meet its youth employment goals:

-
-
-
-

PROGRAM DESCRIPTION

Below, capture your program description; you can use the questions below to create it.

- How do you describe what your organization does?
- What are the aspects of your program that you are sure to mention when introducing it?
- What points/words do you typically stay away from?
- Is there anything that you find is particularly compelling for certain audiences?

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OBJECTIONS

In the table below, identify the objections you hear from each of your top audiences and the best response to each objection.

Audience	Objection	Response

Audience	Objection	Response

VALUE TO AUDIENCES

In the table below, identify the value you deliver to each audience; the value you deliver answers the question: how will youth employment help them?

Values can be thought of as business value or community value; each will appeal to different audiences, so identify both.

- A business value is bottom-line focused (i.e. saves them money or increases sales).
- A community value changes or improve public perception by doing something good for the community.

Audience	Business value	Community value

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YOUR PITCH

Capture your pitch below. It should take no longer than 45 seconds to deliver and it should be compelling, clear and exciting while highlighting each of the following elements:

- Agency/program name, your name and your role in organization
- Compelling organizational/program description
- Objections

- Response to those objections
- Value your organization can deliver to this audience (business & community values)
- What action you want this person to take (e.g. hire a youth, host a tour, sponsor an opening)

MARKETING TACTICS

Of all the marketing tactics below that you could use, identify the top two most effective tactics for your priority audiences.

<ul style="list-style-type: none"> • One on one conversations with people • Brochures • Flyers • Video testimonials • YouTube • Twitter • QR code • Facebook • Local cable access PSAs • Website 	<ul style="list-style-type: none"> • Joint market ads (e.g. partner with sports team) • Ad in chamber newsletter • Billboard • Local radio • PSA's targeted to companies on radio stations • Interviews with local newspapers • Sides of buses • FourSquare • Other?
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Audience	Tactics
	<ul style="list-style-type: none"> • •
	<ul style="list-style-type: none"> • •
	<ul style="list-style-type: none"> • •
	<ul style="list-style-type: none"> • •

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PRIORITIZATION OF MARKETING EFFORTS

Below is a list of different marketing efforts you could undertake in the next 1-2 years. Select the efforts that are the most important to helping your organization reach its youth employment goals either from those below or by adding additional marketing efforts. You do NOT need to plan to do everything, some efforts are not worth the resources.

Depending on the cost, personnel time requirements etc. you may be able to fit in more or fewer projects in per year. Be realistic about what you can accomplish!

Description	Place 1 or 2 below for priority (1 st or 2 nd year)
<p>Adapt existing material/tactic (i.e. brochure, video, testimonial, PSA) Piece to adapt is:</p>	
<p>Adapt another existing material/tactic Piece to adapt is:</p>	
<p>Create new materials/tactics not yet in place Piece to create is: Audience targeted with piece: How it will help us meet our goals:</p>	
<p>Create another new material not yet in place Piece to create is: Audience targeted with piece: How it will help us meet our goals:</p>	
<p>Work on pitch: Tweak pitch you already have, generate new pitches for priority audiences</p>	
<p>Train Internal Stakeholders: On the value you deliver, objections they may hear and how to counter them, on your pitch.</p>	
<p>Collect External Feedback on Materials/Tactics: Connect with Board member or another member of audience targeted by a piece and get their feedback. Make improvements accordingly.</p>	
<p>Other:</p>	
<p>Other:</p>	
<p>Other:</p>	

MARKETING PLANNING

Create a work-plan for each of the projects prioritized for year 1 and year 2 in the last section.

Year 1 Priority Projects	Project 1	Project 2	Project 3	Project 4
Project lead				
Additional members of team needed				
For input				
For review				
For sign-off				
Other				
Project milestones (e.g. 1st draft completed, layout proposed etc.)				
Milestone 1				
Milestone 2				
Milestone 3				
Milestone 4				

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Project deliverables (e.g. first draft with reviewed content, second draft with content in layout)				
Deliverable 1				
Deliverable 2				
Deliverable 3				
Deliverable 4				
Success measurement				
We will know this project was successful if...				
We can measure that by...				

Year 2 Priority Projects	Project 1	Project 2	Project 3	Project 4
Project lead				
Additional members of team needed				
For input				
For review				
For sign-off				
Other				
Project milestones (e.g. 1st draft completed, layout proposed etc.)				
Milestone 1				
Milestone 2				
Milestone 3				
Milestone 4				

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Project deliverables (e.g. first draft with reviewed content, second draft with content in layout)				
Deliverable 1				
Deliverable 2				
Deliverable 3				
Deliverable 4				
Success measurement				
We will know this project was successful if...				
We can measure that by...				