



Integrated Marketing Communications Plan

Alec E., Alicia H., Shelbi R., Claire W., & Lara Zander

Executive Summary

In 1970, former President Richard Nixon created programs to prevent financial burdens on families experiencing unwelcome pregnancy; Bridgercare emerged as one of those programs to help prevent pregnancy through fact-based education and reproductive healthcare services. Today, Bridgercare is more than just a clinic to prevent financial burdens on young families—it provides people with the facts that they need to make knowledgeable decisions about their bodies. Bridgercare satisfies the peace of mind necessary for all people to live happy and healthy lives, knowing their body is in good hands.

“Quality content means content that is packed with clear utility and is brimming with inspiration, and it has a relentless empathy for the audience” -Ann Handley

This integrated marketing communications plan assessed details about the strengths, weaknesses, opportunities, and threats relevant to Bridgercare and its industry of reproductive healthcare. This information was then used to develop several marketing goals and identify a receptive target audience. We were able to identify four key market groups using a segmentation method to ensure that we identified audiences whose personal values align with Bridgercare’s mission. We then developed the ideal position that Bridgercare should take in the industry and created appropriate messages targeted toward the previously identified audience. The messages of *affordability, atmosphere, education, accessibility, and expertise* were identified to align with the values of the target audience.

These messages helped us create marketing strategies and tactics we recommend that Bridgercare implement. These include humorous condom stickers, informational condom cases, a variety of deliberate distribution methods, emails, and handwritten letters. Implementing these both increases brand awareness and helps to build strong brand loyalty among Bridgercare’s patients. Metrics are also described in detail to measure the effectiveness of each tactic as well as budget plans and an implementation timeline. This is done to not only provide Bridgercare with the means to communicate quality messages to specific and relevant audiences, but also to determine the effectiveness of each tactic so they can be tailored to maximum effectiveness.

Our goal was to provide Bridgercare with all the means necessary to develop top of the line communication methods with its ideal customer base. We focused on Bridgercare’s mission to enable us to tailor every suggestion to Bridgercare’s situation and values. This IMC plan will provide direction and suggestions to help Bridgercare develop effective and innovative marketing communications techniques aimed to maximize its success.

Table of Contents

<u>Topic:</u>	<u>Page Number</u>
Situation Analysis	3
Bridgercare Overview	4
Industry	5
Markets and Customers	9
Donors and Allies	12
Competitors	18
Marketing Communications	20
SWOT Analysis	22
Strategic SWOT	27
Goals and Audience	28
Goals	28
Segmentation	29
Positioning and Key Messages	36
Positioning	37
Key Messages	38
Strategies and Tactics	41
Goal 1	42
Goal 2	52
Goal 3	61
Goal 4	64
Measurement and Evaluation	69
Metrics	70
Budget	76
Timing	80
Appendices	82
Budget Breakdowns	83
Instagram Analytics	86
Survey Example Questions	87
References	90

Situation Analysis

A situation analysis is an assessment of economic, social, technological, and political forces based on the past and present. It is used to identify forces internally or externally effecting business performance and strategic decisions made by the company. These forces are divided into four factors: strengths, weaknesses, opportunities and threats, referred to as a “SWOT Analysis.” After completing a thorough situation analysis, Bridgercare’s business capabilities, customers, competitors, as well as relevant markets and external forces are clear. This information enabled us to develop a specific and strategic marketing communications plan that we highly recommend Bridgercare implement.

This plan will help Bridgercare grow and be successful in the long term.

Company Overview

Bridgercare and many other non-profit reproductive health clinics were formed from programs developed in the 1970's by former President Richard Nixon. These programs were created to prevent the financial burden that unplanned pregnancy can bring to families. Bridgercare serves the Gallatin Valley through reproductive and sexual healthcare services and education. The mission of Bridgercare is to "provide excellent, affordable reproductive and sexual healthcare and education in a safe, supportive, empowering atmosphere." Bridgercare offers more than a dozen services to its patients and plans to keep expanding those amenities and serve more individuals.

Distinctive Competencies

Distinctive competencies are what a business does better than its competitors. These competencies describe how the company differentiates their product or service from key success factors consumers in the industry require. Key success factors are the necessary characteristics of a product or service for a business to stay competitive in the market. In other words, these are the minimum market requirements for a product or service to be considered by consumers. According to Maria Mona, a writer for Nursing Exercise, consumers choose healthcare providers depending on accessibility, affordability, and accountability. Bridgercare meets these criteria in the following ways:

Accessibility

Bridgercare's location at the intersection of Oak and 14th street is central in Bozeman. This new location positioned between main avenues 7th and 19th also has the benefit of being close to multiple highly trafficked businesses. The local Streamline bus service has a stop one block to the West at Oak and 15th. This bus system offers free transportation, which is another benefit to Bridgercare's current and potential. More evidence of Bridgercare's easily accessible services is its scheduling system. Scheduled appointments are not arranged months in advance but are normally done within the next week or even the same day. Such appointments can be scheduled with ease through the online Luma Health scheduling system. This allows patients to have their questions answered in a timely manner and be treated with prompt service and when needed.

Affordability

Bridgercare offers its patients affordable reproductive healthcare services through a sliding fee scale. This scale allows patients to pay what they can. As a result of this system, all patients have access to necessary treatment and services without worry of being denied for financial reasons. Donations, federal funding, and insured (i.e. full fee) patients help cover the rest of the costs under the sliding fee scale. Another way Bridgercare offers affordability is through the Streamline bus system mentioned above. The Streamline bus service provides free transportation to individuals in Bozeman. Even if a patient does not have a car or money for gas, they can reliably get to Bridgercare.

Accountability

Healthcare patients expect to have an accountable healthcare provider. Accountability is the standard by which healthcare workers explain and take responsibility for their actions. Bridgercare is accountable to its patients in many ways. The recent *LGBTQ+ Healthcare Allies Training* has been approved by the Montana Nurses Association, an accredited approver by the American Nurses Credentialing Center's Commission on Accreditation. This training gives providers and support staff at Bridgercare the proper knowledge, resources, and ongoing support when working with LGBTQ+ members. Bridgercare has an average of two guest presenters each month that provide staff members with training and sit in at staff meetings providing their outside knowledge. Finally, staff members at Bridgercare take ongoing online trainings throughout the year. Bridgercare is willing to sacrifice revenue to make sure staff and providers have exceptional training to maximize their preparedness for all forms of patient care.

Industry

According to Investopedia, an industry is “a group of companies that are related based on primary business activities”. Industries are examined to better understand the factors and limitations of a company's growth. By comparing similar companies, the success of the business in question can be put in perspective. Bridgercare functions in the medical healthcare industry, more specifically reproductive healthcare.

The reproductive healthcare industry is struggling largely due to an unstable political climate that threatens to limit services such as abortion and contraceptives. Federally funded reproductive health clinics are focused on preventative care, so they do not directly face the threat of limiting abortion. However, federal funding may be cut if President Trump's threats of overturning the Affordable Care Act (ACA) are enforced. Since the ACA is responsible for 70% of Bridgercare's and other non-profit reproductive health clinics federal funding allocation, this would be damaging to the industry.

If the ACA is overturned or abortion is made illegal, finding affordable and safe reproductive health services will become even more difficult for many young families and individuals. According to the Guttmacher Institute, in 2016, twenty-one million women in the US likely needed publicly funded contraceptive and reproductive services because their income was 250% below the federal poverty level. Twenty-two percent of these women were younger than 20.

In 2015, public expenditures for family planning totaled \$2.1 billion. Over one million adolescent women used publicly supported clinics in 2016. The uses of these publicly supported clinics avoided nearly two million pregnancies that may have stimulated approximately 700,000 abortions. According to USA Today, the cost of a child in a middle-income family in 2018 raises expenses by \$233,610, excluding college costs. This would be devastating to the future opportunities for success among young individuals.

There are competing political ideas of what sexual health should look like and what is acceptable in the ever-changing social climate in the United States. Under the Trump Administration, the future of sexual preventative care is becoming more unclear. An article from The Century Foundation states, “Trump has reaffirmed his intent to appoint a pro-life supreme Court Justice since his election.” This paired with recent discussion of a revisit of the foundational Roe v. Wade case indicates an uncertain future of the legality of abortion. In the event that abortion was to become illegal, Bridgercare’s role in preventative care would be even more critical for individuals looking to prevent pregnancy.

The Guttmacher Institute studies trends in abortion provision, and their studies have shown that “49% of abortion patients live below the federal poverty level”. That statistic is a good indication of how Bridgercare’s sliding fee scale will become even more critical for keeping its preventative services affordable for similar individuals. With uncertain funding in mind, unpredictable full fee/insured patients can help make up the difference in potential losses. By expanding services and gaining more insured patients, Bridgercare will be able to treat more patients who use the sliding scale and these individuals can benefit from the preventative services such as education and birth control offered.

According to Deloitte, a professional financial evaluation site, healthcare expenditures are expected to continue to rise at an annual rate of 5.4% per year. This will cause healthcare expenditures to be up from \$7.7 trillion to \$10.1 trillion by the year 2022. Consequently, more people will rely on Bridgercare and other reproductive healthcare organizations that offer affordable services. Such reproductive healthcare clinics will experience a spike in customers, opening up the opportunity to expand its market base and further grow its clientele.

Bridgercare is a publicly funded health clinic that provides access to affordable sexual healthcare services. This provides the opportunity for anyone to prevent unwanted pregnancy and helps some avoid cycles of poverty that can be exacerbated by lack of affordable healthcare. To further evaluate Bridgercare’s current position in the industry, we will next compare Bridgercare’s financial status to that of the nation’s industry standard.

Bridgercare’s Financial Position

Analyzing Bridgercare’s financial position allows us to understand the elasticity of Bridgercare’s privately donated revenue in relation to changes in the political climate. Approximately 15% of Bridgercare’s budget comes from donations, and 8% comes from federal grants. If Bridgercare is able to withdraw from federal grants by increasing the amount of donations and fully insured patients, it will be able to provide more stable care to those in need during times of political uncertainty. Bridgercare’s financial situation and fundraising success will be analyzed using information from public 990 forms sourced on the ProPublica website.

Bridgercare's total revenue can be separated into two sources: donation revenue and federal grants. In the past 15 years, Bridgercare been unable to consider refusing federal grants because it could not meet operating expenses. However, since 2014, private donations have exceeded federal grants and were substantial enough to cover all expenses as seen in Figure 1.1. This estimation does not include insurance reimbursements.

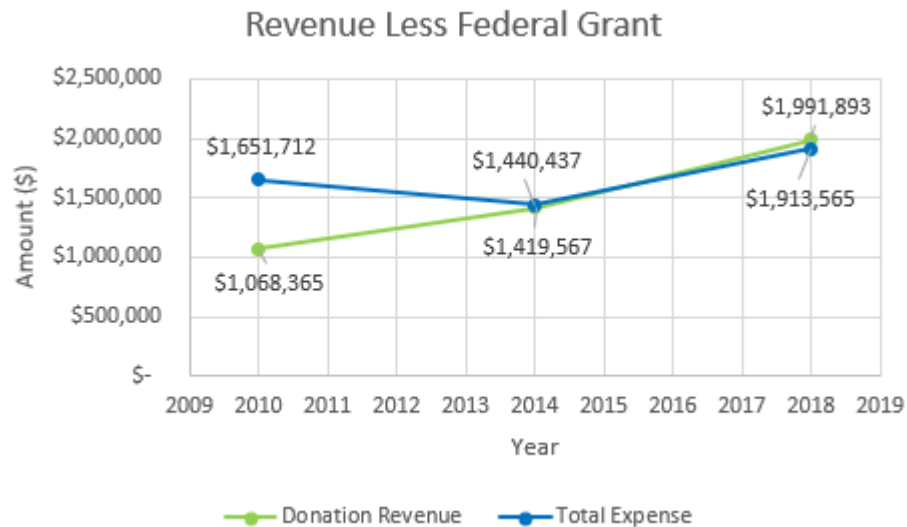


Figure 1.1

It is difficult to see the size of difference in donation revenue and total expenses in 2017. Net revenue will show this change more clearly, as it represents the difference in values rather than simply comparing the values as shown in Figure 1.1. Net Revenue less Federal Grants will show data from 2001 to 2018, which gives a broader view of Bridgercare's finances compared to its 2017 record. This information is shown in Figure 1.2 on the following page.

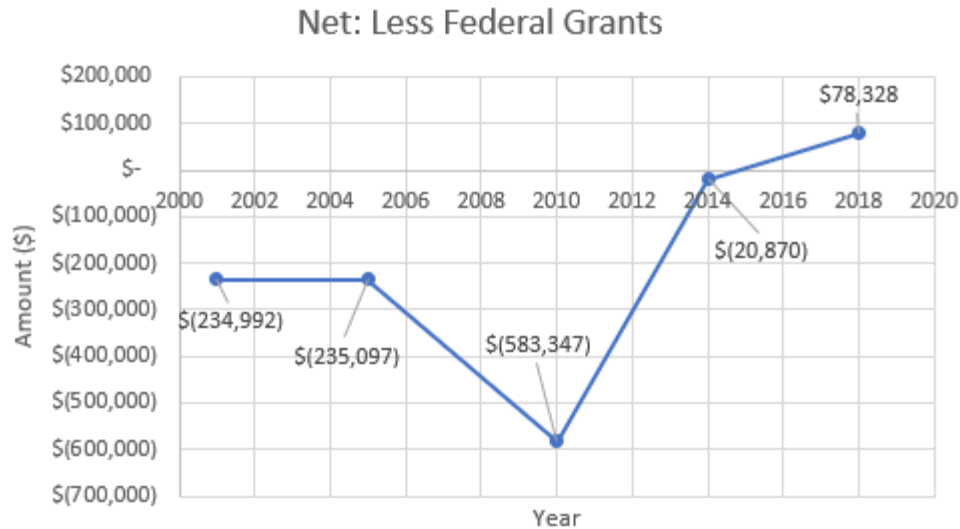


Figure 1.2

Donation revenue was steady from the years 2001 to 2005, but then plummeted in 2010 due to the 2008 Great Recession. The Recession resulted in a higher demand for services combined with a lower supply of private resources. Donation revenue only covered 65% of Bridgercare's total expenses, which was a considerable drop when compared to the near 80% private coverage in 2005.

The Recession affected the entire industry, not just Bridgercare. Joseph Morreale, an economics and finance professor at PACE University, found in "The Impact of the 'Great Recession' on the Financial Resource of Nonprofit Organizations" that 60% of U.S. non-profits experienced a decrease in contributions both in number of donors and amount of donations. Non-profit health organizations, excluding hospitals, reported more significant decreases in donations than non-profits with other focuses such as arts or education. Bridgercare aims to avoid such instability in the future, which could be achieved through the support of insurance reimbursements and public donations.

Bridgercare is currently on track to achieve the necessary support to replace federal funding; private revenue exceeded total expenses in 2017 by 6%. This increase, however, could be attributed to a variety of factors that will be explained in further detail on page 14 of the Donor and Allies section of the Situation Analysis.

Financial Future

According to Paynter, a senior writer covering philanthropy and social impact at *Fast Company*, becoming independent of federal grants will increase Bridgercare's overhead costs. Paynter also argues that federal grants restrict nonprofits from maximizing their impact. Bridgercare largely experiences these restrictions through its inability to provide, or at least discuss, all preventative pregnancy services.

Though it will reduce uncertainty, replacing federal funding will not eliminate all financial issues. Paynter uses the term “starvation cycle” that is created by donor expectations. It’s inevitable that a portion of donations go to overhead costs, but donors generally want their money to directly affect a cause or beneficiary, not office supplies. Due to this pressure from donors, nonprofits only allocate an average of 15% of donations to overhead costs. This leaves nonprofits to suffer from a lack of flexibility with funds.

Fritz, an expert in nonprofit public relations and funding, suggests the key to nonprofit success is not reliance on donations but self-generated income e.g. hospitals and universities that charge for their services. Bridgercare is unique because it can generate income through insurance reimbursements to fully insured patients at no extra cost. This allows Bridgercare to use a majority of donations to directly fund patient services and use indirect funds from insurance reimbursements for expenses on overhead costs.

Markets and Customers

In this section will explain and analyze Bridgercare’s patient market compared to the needs within the Gallatin County and the United States overall.

Primary Patients

Bridgercare serves people of all ages and genders in the Gallatin county. Eighty-seven percent of Bridgercare’s patients are women. Of these women, a majority are between the ages 20-50. Most women seek Bridgercare for birth control. According to the *Center for Disease Control (CDC)*, 62% of women nationwide in their reproductive age are using birth control. This parallels Bridgercare’s statistics on its female patients which is a positive indication for fulfilling the market needs.

Secondary Patients

Bridgercare’s secondary patients are comprised of the other 13% of patients. These patients are men and members of the LGBTQ+ community that do not identify as male or female. According to the *World Population Review*, Bozeman’s population is 52.7% biologically male. This means there are approximately 25,553 males in Bozeman, and less than 1% of them are utilizing Bridgercare’s services. The overall median age in Bozeman is 28 years according to the *World Population Review*. Although the exact number of Bozeman residents that do not identify as cisgender are unknown, there is a large community of LGBTQ+. MSU hosts drag shows every few months attracting many members of the LGBTQ+ community. MSU also hosts a Queer Straight Alliance organization that provides support and related programs for the LGBTQ+ community. Also relevant to Bridgercare’s services, MSU hosts the VOICE Center, which provides free and confidential services and information for those affected by sexual assault and other kinds of relationship violence and stalking.

Target Market

Bridgercare expressed hopes to better target males and the LGBTQ+ community. With 25,553 of Bozeman's population biological gender being male, this opens up a large opportunity for male marketing. The majority of Bozeman's population is biological gender is male (See Figure 2.1). Bridgercare's total patient biological gender is mostly female (See Figure 2.2).

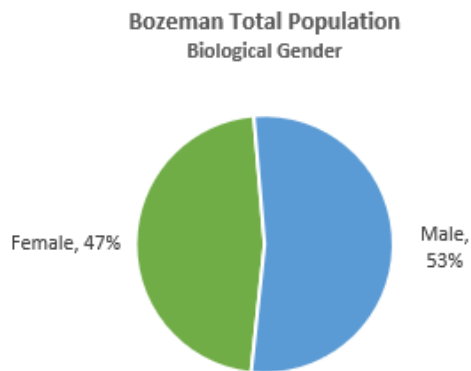


Figure 2.1

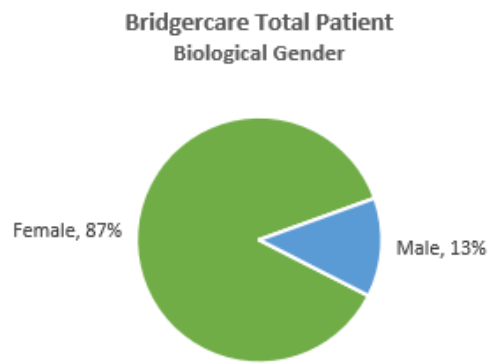


Figure 2.2

This shows a clear off-balance when comparing the biological gender statistics of Bozeman to Bridgercare. We can use this information to help identify specific groups of people who Bridgercare can heavily target through marketing communications. According to the Center for American Progress, there are also more rural Americans identifying as LGBTQ than previously assumed; fifteen to twenty percent of LGBTQ Americans live in rural areas. Thirty-one percent of these people reported that it would be very difficult to find an alternative source of healthcare if they were denied service due to their sexual or gender identity.

As discussed in the Industry section (see *supra* page 5), fully insured patients and high-income patients are important to Bridgercare's operations. Insured and/or high-income patients will rely less on the sliding fee scale payment and provide more revenue generation through their insurance, compared to individuals using the sliding fee scale. It's important to note that insured patients would not be paying more for Bridgercare's services than they would for a competitor's services. These patients help fund Bridgercare because 65% of their insurance reimbursements are reabsorbed into Bridgercare's operating budget. Targeting these patients will increase Bridgercare's funding, allowing a more self-sufficient funding system rather than relying heavily on unpredictable government funding. Three quarters of Bridgercare's patients rely on the sliding fee scale (See Figure 2.3).

Bridgercare Patients Fee Coverage



Figure 2.3

Bridgercare Patient insurance Status

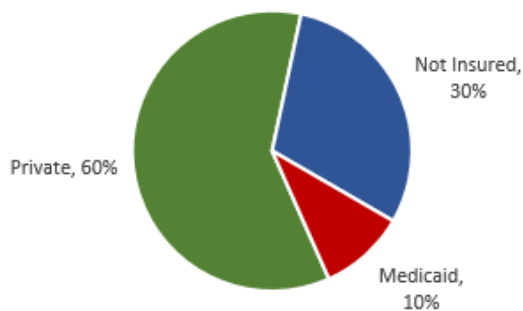


Figure 2.4

US Population Insurance Status

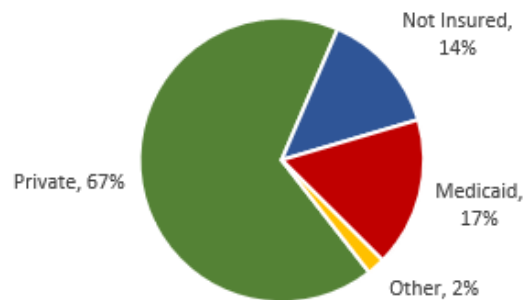


Figure 2.5

The sliding fee payment is scaled on income. Each patient pays a different portion of their bill depending on their insurance coverage and income. The patients that are full fee covered do not receive the sliding fee scale discounts. If patients are insured but rely on the sliding fee scale for their bill, they may still help fund Bridgercare if their contribution is more than what is covered by Bridgercare. Individuals that are insured through Medicaid have a low income, at less than \$1,350 per month.

If Bridgercare focuses on targeting individuals who are privately insured, it can start to build a stable financial resource for times of political uncertainty. These individuals are likely to be higher income and have better insurance coverage. Sixty-seven percent of Bridgercare's patients are privately insured and 60% of the U.S. population is privately insured (Figure 2.5). Bridgercare has more than twice the portion of uninsured patients as the portion of people uninsured in the U.S., refer to Figures 2.4 & 2.5. Bridgercare has 7% less Medicaid patients as compared to the overall portion of individuals on Medicaid in the U.S. That signifies that there is still a section of the population of individuals on Medicaid that Bridgercare has not yet captured.

Bozeman makes up 43% of the Gallatin County population. Of 107,810 people, 61,214 people in the county reside outside of Bozeman (Refer to Figure 2.6). These statistics show that there is a large local population that Bridgercare can reach as potential patients.

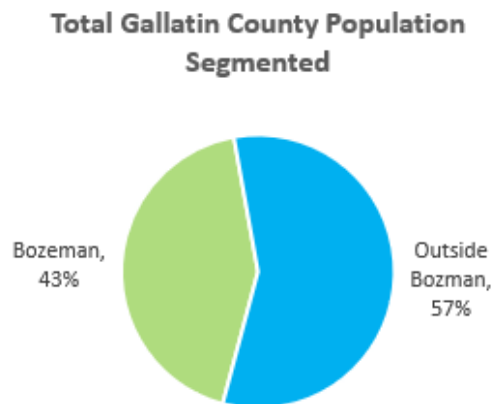


Figure 2.6

We can also infer from this data that a significant percentage of the population of Gallatin County may not reside in Bozeman but does rely on Bridgercare for affordable reproductive healthcare. This inference is supported further from our analysis of competitors on page 18.

Donors and Allies

This section will analyze Bridgercare's donors, allies, and partners. It will provide explanations regarding why people donate and why organizations form partnerships and alliances. It will also analyze Bridgercare's fundraising expenses compared to its donation revenue.

Donors

Most of Bridgercare's donations originate from community members who support having healthy communities of young, empowered adults. Others come from individuals who have possibly benefited from Bridgercare's services and want to give back. When a person donates, they want to feel good about supporting an organization and feel secure that said organization will do great things with their money. Being transparent about where donations are going is a way to ensure that the donor is happy with their decision to give.

Bridgercare's "how far does your donation go?" section not only promotes transparency by displaying the use of donations but encourages patrons to participate in donating by showing the difference a few dollars can make in the community. A person donates to organizations because they have ideas and values that align with certain community supports such as affordable reproductive health. It also allows them to feel they have done good in their community and will give them a sense of accomplishment and fulfillment. Bridgercare's income comes from federal grants (8%), donations (15%), and receive 65% of insurance reimbursements from insured and partially insured patients to fund its services.

Target Donors

Morreale discovers that there are three main reasons why people give charitable donations. First, because they feel a personal connection to the organization. Second, because they are committed to the cause. Finally, they enjoy being a part of something. Bridgercare can appeal to all these motivations through proper marketing communications channels. It's target must be identified before these channels can be established.

Bridgercare has expressed interest in better reaching two main target donors; fully insured patients and individuals that earn high incomes that are already interested in reproductive health. First, Bridgercare hopes to attract more fully insured patients because these patients provide them with insurance reimbursements. Seventy five percent of Bridgercare's patients use the sliding scale payment method. This leaves only 25% of fully insured patients utilizing services. This statistic shows that these target donors are underrepresented at Bridgercare. Fully insured patients are very valuable to Bridgercare because their payments help support other patients who rely on the sliding fee scale.

Secondly, it is important to target people who already care about reproductive health and its effects on a community. In the study "Helping a Victim or Helping *the* Victim: Altruism and Identifiability" published in the *Journal of Risk and Uncertainty* found that potential donors are much more responsive to a single identifiable beneficiary. An identifiable aspect doesn't need personally relatable to be effective, it just needs to point to the idea of an individual. The study showed that even a weak form of identifiability, determining a specific beneficiary, increases the amount of giving. This form of storytelling in marketing communications helps foster personal connections between donors and Bridgercare, which will increase the likelihood of giving.

Fundraising

Through our research on why people choose (or don't choose) to participate in charitable giving, we have found a few main ideas that should help guide fundraising efforts. There are many reasons why donors choose to give, but the main reason people don't give, as reported by the Philanthropy News Digest, is because they don't understand specifically how their donations can help. Thinking about the overall mission can be overwhelming, especially for a local community member that may only have a small sum set aside for charitable giving.

Studies have shown that indicating a specific beneficiary with even a weak form of identifiability, increases the amount of giving. This form of storytelling in marketing communications helps foster personal connections between donors and Bridgercare, which will increase the likelihood of giving. In turn, this will highlight the direct difference that the average donation makes, and how that takes Bridgercare and the community a step closer to its goal.

By looking at Bridgercare's historical fundraising efforts in comparison to yearly donations, it can be determined whether Bridgercare's efforts are successful. Bridgercare has drastically increased the dollar amount it allocates for spending on fundraising efforts since 2014 (Figure 3.1).

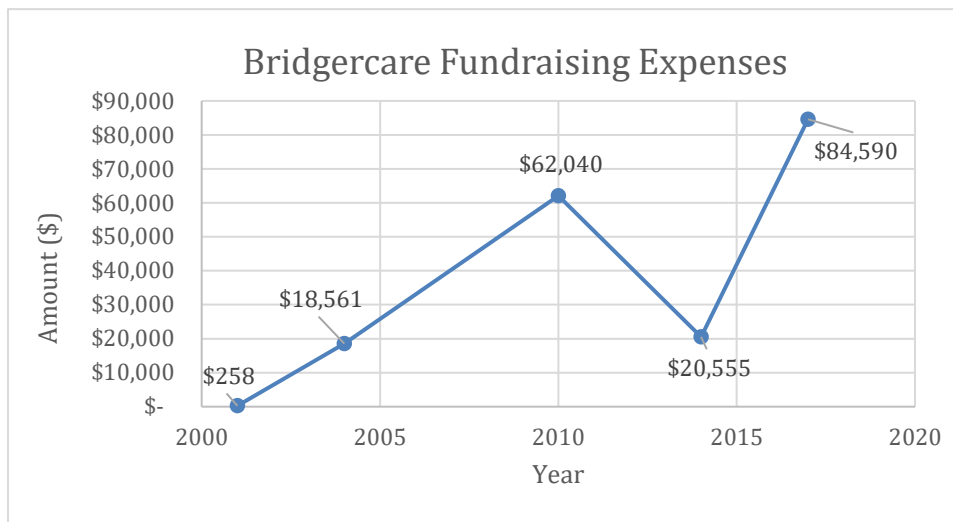


Figure 3.1

In 2014 fundraising expenses dropped which could be after shock of the 2008 “Great Recession”. However, after a bounce back in 2014, perhaps fundraising for the new building, resulting in a dramatic increase of expenses. Figure 3.2 shows the success of this increase.

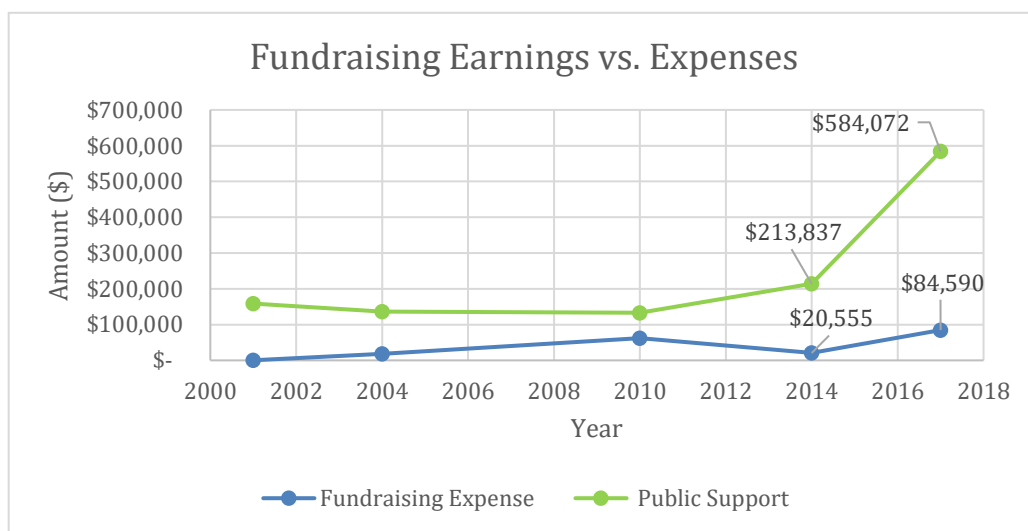


Figure 3.2

Keep in mind, Figure 3.2 does not represent any federal grants, so any contributions provided by the Affordable Care Act are not accounted for. This reveals how private donations were affected by Bridgercare's fundraising expenses. Bridgercare's fundraising allocation correlates with localized public donations positively from 2014-2017. We can

narrow the rise in donations to three variables: Bridgercare's marketing efforts were effective, there was a social/political shift in Bozeman that resulted in more donations, and/or there was an increase in Bozeman's population.

Eighty-eight percent of Bridgercare's 2017 donations were made up of donations less than \$100. This means there are a lot of people in the Bozeman community that care about Bridgercare's efforts but may not be fully able to afford more substantial contributions. If Bridgercare can communicate appropriate and appealing messages to these individuals, it could be a key to its future success.

Partners

Bridgercare has partnerships with many different companies and organizations. The partnerships Bridgercare forms enhance the legitimacy of its establishment. When a partnership is formed, both organizations involved (Bridgercare and its partners) benefit from resource sharing pooled expertise. Bridgercare also provides many external benefits to its partners. Such as improving public image and creating networking opportunities through volunteering and event attendance.

Partnerships are a form of CSR (corporate social responsibility) which is becoming increasingly more important to consumers. Companies are looking for reliable nonprofit partners and are creating partnerships more frequently. According to Horoszowski, the CEO and co-founder of MovingWorlds.org "64% of CEO's are increasing investment in CSR." Bridgercare is partnered with 29 businesses and organizations throughout Gallatin County. To analyze Bridgercare's partners we categorized them into 6 different groups; hotel, food and beverage, fitness, other healthcare providers, products and services, and retail (See Figure 3.3). We found that the most frequent type of partner is "products and services." This category is 35% of Bridgercare's partners making it its most frequent type of partner. The least frequent type of partner is "fitness", this category only makes up 7% of Bridgercare's partners.

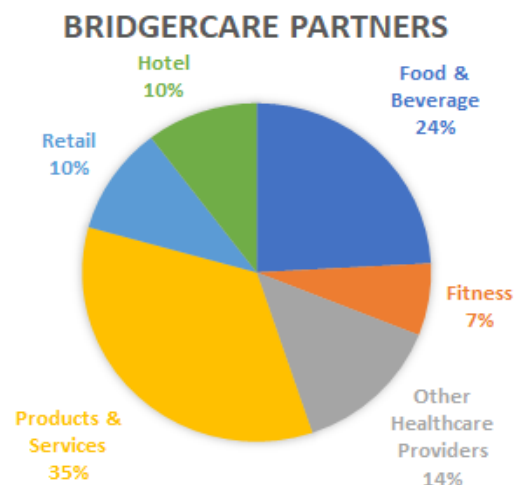


Figure 3.3

Allies

By forming alliances with a variety of organizations, Bridgercare creates a network of resources and a supportive community for individuals. These allies provide services or support for a need that Bridgercare is unable to solve on its own. For example, Bridgercare allies with Haven, a domestic violence empowerment support and shelter, allowing clients in both organizations access to a variety of specialized services. Allies are becoming an intricate part of healthcare as they are creating a new model of providers to successfully coordinate patient care and ensure all problems find a solution.

According to Zuckerman, a University of Michigan professor, “as the industry faces uncertain and changing environments, alliances are rapidly emerging as a vehicle for interorganizational cooperation... they represent a mechanism for organizations to seek collaborative solutions to common problems.” Thirty-seven nonprofits ally with Bridgercare. To further analyze these allies, we categorized them into 5 different groups; support community, mentorship, other healthcare providers, outreach programs, clubs & organizations (see Figure 3.4). We found that Bridgercare’s most common ally is “other healthcare providers.” This category is 32% of Bridgercare’s allies. The least common ally is “mentorship” at only 5% of Bridgercare’s allies.

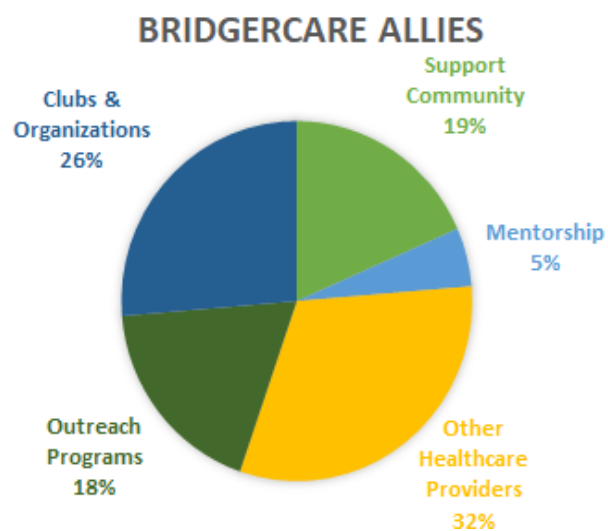


Figure 3.4

Bridgercare also lists 29 partner companies and organizations, and 37 nonprofit allies on its site which are largely based in Bozeman. The Montana Department of Public Health and Human Services lists Bridgercare on its online directory as the only Montana Family Planning Title X Clinic in Bozeman, Montana. As seen from our research and stated in an *Industry Edge* article, healthcare is a very collaborative industry. Lauren Brendel stated that supporting Bridgercare is, “an extension of our [Bozeman Health’s] mission.” This gives a good insight into the viewpoint of allied health service organizations and opens opportunities for referrals and collaborative education that benefits all parties involved.

These partnerships legitimize Bridgercare's services and allow the healthcare industry to better serve patients that need specialty care or referrals for different services.

Competitors

Through extensive online research as well as communication with Lauren Brendel, PIO and Director of Marketing and Communications at Bozeman Health and an MSU American Marketing Association advisory board member, our team has been able to identify Bridgercare's competitors. These competitors are the alternatives that consumers could use to fulfill the same or a similar need. By allowing us to analyze why audiences would choose one alternative over another, this research and analysis will help inform our decisions on how Bridgercare should position itself, and the marketing communication strategies that should be implemented. We have broken down Bridgercare's competitors into 3 groups: reproductive healthcare providers, general healthcare providers, and all nonprofits in the greater Bozeman area.

Reproductive Healthcare Providers

These are the competitors that offer the same or very similar services to Bridgercare. In other words, potential patients could go to these clinics instead of Bridgercare for reproductive services. Several of these competitors are nonprofits, which means that Bridgercare is not only competing for patients, but also for donations. We conducted research to gather information on these competitors focus, experience, positioning, and brand image. These are ways for potential clients to meet their reproductive healthcare needs other than utilizing Bridgercare's services. On the following page is a chart with reproductive healthcare competitors in the greater Bozeman area, please refer to Table 1.

Reproductive Healthcare Providers				
Competitor	Known For	Experience	Position	Brand
Zoe Care	Post pregnancy and basic sexual health clinic	Locally established in 1978	Promotes families and individuals to live well	Offers services relating to post pregnancy care.
University Health Partners (UHP)	Treating eligible MSU students with on campus healthcare at a reasonable price	MSU campus clinic	Unites the components of health and well-being for MSU students	Offers healthcare to MSU students
Bozeman Health	Primary healthcare in the Bozeman area	Improving community health and quality of life since 1911	Improves community health and quality of life by offering superior quality healthcare	Offers superior quality care for each patient every time.
Planned Parenthood	Sexual and reproductive health care for all genders and identities, with affordable/fee access to birth control	Established as America's first birth control clinic in 1916	Universal access to sexual and reproductive healthcare with no barriers for any person	Affordable sexual and reproductive healthcare

Table 1

General Healthcare Providers

This second group of competitors consists of more general healthcare providers in the Bozeman area. There are a substantial number of healthcare providers in the surrounding areas. Since research has shown that most people tend to visit the nearest doctor or provider to their home or work, when in need of healthcare, we will only include clinics in the Bozeman area. These providers tend to offer similar services, but do not specialize in sexual health and are generally for profit companies. These companies have specialized services and goals that are outside the scope of Bridgercare making secondary competitors. Our research has shown that in some cases these general healthcare providers may not be able to give complete specialized care, especially to lower income patients that are either not covered or only partially covered by insurance. We identified the focus, experience, position, and brand image of these competitors. Refer to Table 2.

General Healthcare Providers				
Competitor	Known For	Experience	Position	Brand
Bozeman Creek Family Health	Family primary medical care	Established in 2005	Provides care for every member of a family	Treats every member of the family at any age.
Cancer Support Community Montana (CSC)	Providing emotional support, education, and hope for people and families affected by cancer, free of charge.	One of 41 chapters of CSC located in Bozeman	Ensures people impacted by cancer are empowered by knowledge, have strength from action, and are sustained by the community	Affordable access to knowledge, support, and hope for individuals effected by cancer
Gallatin City County Health Department	Community centered and focused	Overseen by the Board of Health	Promotes and protects the health and wellbeing in in the Gallatin County	Empower healthy living and communities through resources, information and services.
Community Health Partners- Gallatin Community Clinic	Low-cost healthcare	Primary CHP clinic opened in 1997 in Livingston, expanded to Bozeman in 2001	Income based, low cost clinic	Community built and supported focused on providing affordable healthcare to all people

Table 2

Other Nonprofits

The last group that stood out in our research is the other nonprofits in the greater Bozeman area. There are around 1,000 nonprofit organizations based around or with chapters in the Bozeman area. Though many of these organizations are at most tangentially related to Bridgercare, they are still competitors in terms of donations. According to Fritz, an expert on non-profit organizations and philanthropy for The Balance Small Business, charitable giving totaled \$400 billion in 2018, 84% of which were individual donations. Giving USA's 2018 Annual Report on Philanthropy, shows the estimated overall giving to charities broken down into nine general categories (Figure 3.5).

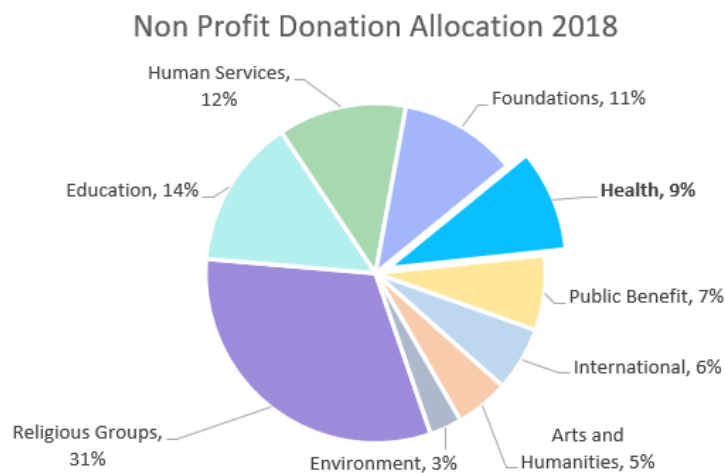


Figure 3.5

Charitable giving for Health is estimated to be at 9% in the USA. Notably, giving to health charities as well as human services charities both increased in 2018. This is around the percent Bridgercare can expect to see from the Bozeman community. The 9% of donation allocation to healthcare also will be split between non-profit providers, primarily the ones shown in Table 1.

Marketing Communications

In this section we will explain and analyze Bridgercare's market position based on the activities and claims they have made both through advertising and online research. It will also review the marketing strategies practiced by Bridgercare including education programs, online advertising, and print marketing.

Positioning

Positioning is the way a company's customers view the company itself and what it stands for. This is also how Bridgercare compares to its competitors. This positioning analysis was derived from the information provided on Bridgercare's website. Bridgercare positions itself as an affordable reproductive and sexual healthcare clinic offering reproductive care and education that align with its mission statement. Bridgercare provides a "safe, supportive,

empowering atmosphere”. The power of knowledge is offered to the patients so they can make their own well-informed decisions. Bridgercare tries hard to ensure they communicate strictly fact-based information to the patient to limit any persuasion from staff members.

This position, in combination with the specific selection of services, is unique in Bozeman, as we mentioned in the Competitors section (Page #). This perceived quality of care and services must be high enough to negate the inconveniences of going to a separate clinic for reproductive health. Todd Mason, a donor and Help Center board member for Bridgercare, explained, “...We will always support organizations that benevolently provide choice, privacy, and access to all Montanans.” This quote explains the position of Bridgercare in the minds of individuals donating time and money to the community.

Market

The market for sexual health education is ever present as there are constantly young people coming-of-age where such education is important and relevant. In 2018, Bridgercare served 549 teens during the Teen Clinic. The peer educator program that is run by Bridgercare at Bozeman Highschool has proven to be effective. Clare Hendricks, a peer educator, explains, “Being a Peer Educator has changed the way my friends treat me. They see me as a safe resource and I now feel capable to deal with all situations. I feel like I can be open with everyone and they can do so with me in return.”

The peer educator program allows young teens to feel comfortable to discuss sexual healthcare, while being able to talk with their peers. Bridgercare is available to educate and provide services for all ages that sexual health is relevant, which keeps its potential market expansive. Bridgercare recently added Dr. Melissa Casper to its staff. This allows for more services to be conducted, such as OB/GYN, cancer screenings, gynecological ultrasounds, and infertility counseling. Bridgercare markets through a multitude of channels including online (50%), print (15%), radio (18%), MSU (3%), sponsorships (4%), and other miscellaneous methods (10%).

We have recognized several advertising techniques in the community including obvious ads, MSU flyers, main street banners, and brewery coasters. We will keep these advertisements in mind when we reach the strategies and tactics section to attempt to improve marketing attempts based on our research and findings.

SWOT Analysis

The purpose in conducting a SWOT Analysis is to determine the strengths, weaknesses, opportunities and threats in a company in order to understand Bridgercare's position in the market. The strengths and weaknesses examine internal factors to the company, while opportunities and threats evaluate external factors. The initial results of this analysis include 14 strengths, 10 weaknesses, 10 opportunities, and 10 threats (see Figure 4.1). Components of the SWOT Analysis will now be described.

Strengths	Weaknesses
Unique Market Position	Insured Population
Sliding scale payment	Limited/Unpredictable Funding
New Location	All female staff
Unique Customers (LGBTQ+)	Rely on federal funding
Broad customer base (LGBTQ+)	Lack more diverse services
Empowerment Model	Lack of awareness
Specialization: Birth Control	Confusion about services
Chain of Support (Other Non-Profit Collaborators)	MSU Noise
Community Ed. Involvement	Sexual health - intimidating topic
Competitive Wages	Generous Donors
Acessibility	10
Website	
Stand Alone Clinic-Flexibility	
Social exchange vs. Market Exchange: Predicably Irrational	
14	

Opportunities	Threats
Physical Capacity	Stigma - LBGTQ+
Large market	Stigma - Birth control
Insured clients	Religion
Broaden Services (LGBTQ, Cancer, Phycolgical)	Federal Funding - Directly
Male population	Federal Funding - Rural clinics
Collaboration with rural clinics	Politics (Bureaucracy)
Drag Events (Marketing)	Conflicting messages
MSU Growth	Changing social climate
Bozeman Wealthy Population	Other medical instutions
Referrals	Donor funding unpredictable
10	10

Figure 4.1

Strengths

Sliding fee Scale

Bridgercare's sliding fee scale is part of what makes it unique in the community. While other healthcare organizations have financial assistance options, none in Bozeman are quite at Bridgercare's level. Bridgercare's sliding fee scale is quick and painless. Simply focusing on household size and income Bridgercare can quickly calculate a discount, connecting it to other insurance benefits, or sliding the payment all the way to zero.

Community Involvement

Bridgercare's involvement with teens through their peer education group is a strong program. It works on achieving its mission through this program, as well as recruit patients and donors. Bridgercare also works with a multitude of other non-profits to connect patients with needed services that Bridgercare cannot provide. This allows Bridgercare to help strengthen community ties and encourage a strong web of support.

Specialization

Bridgercare specializes in reproductive services and education. While other clinics may compete on this front, no other local organization offers such a specified range of preventative sexual health services. Bridgercare's preventive goals also aid in providing a sanitary environment for checkups and testing. Since Bridgercare does not offer services for curing a cold or flu, patients face substantially fewer risks to getting sick than the average clinic. This is an enormous strength when marketing to MSU students as they are most at risk.

Accessibility and Location

Bridgercare's centralized location is one of its greatest strengths. It is located approximate to a streamline bus stop making for easy transportation. It is also located to other businesses so patients have alternative reasons for being in the area. Bridgercare's new building allows it room to expand, with both the number of patients accommodated and additional services. This also allows appointments to be booked just days in advance, unlike other clinics that are booked months out.

Website

Bridgercare's website is easy to navigate and packed with helpful information for every demographic. It is also calming to look at and provides both videos and written description, allowing the customer to choose their method of communication.

Title X Family Planning Clinic

The Montana Department of Public Health and Human Services lists Bridgercare on its online directory as the only Montana Family Planning Title X Clinic in Bozeman, Montana.

Weaknesses

Limited and Unpredictable Funding

Bridgercare is federally funded as a Title X Family Planning Clinic, they must comply with the Title X regulations. Namely, section 2008 of Title X which states, “None of the funds appropriated under this title shall be used in programs where abortion as a method of family planning.” This regulation limits the services that Bridgercare can provide to its customers. Federal funding is also very unpredictable with the constantly changing political and social climate. If Bridgercare loses its federal funding due to political ruling on Title X, it would face a significant drop in funding.

All Female staff

Bridgercare employs an all-female staff. This may create an unwelcoming environment to male patients. Since 58% of Bozeman’s population is male, they may feel unrepresented and out of place. This is a huge weakness, which is hindering Bridgercare’s overall mission. Sherman’s report on attempting to hire a male employee with all female staff shows significant issues that Bridgercare may run into. We suggest hiring several male staff at a time to help even out the social shift.

Specialization

While specialization is also a strength, it can also be a weakness. Patients cannot go to one provider to achieve all their healthcare needs. It is not convenient for an insured patient to make an appointment with a specialized healthcare company because they can get all their needs covered with their main providers. A new relationship is also hard to build with another care provider, especially with mostly part time staff. It will be more important for Bridgercare to stress its cause and community need for services when marketing to potential fully insured patients, rather than marketing its specialization.

Partnerships

Bridgercare uses partnerships to legitimize its services and enhance its brand image but struggles to compensate its supporters. Compensating these supporters could help strengthen the ties between Bridgercare and its partners.

Opportunities

Ability to Grow

Bridgercare has recently moved to a new building that had the potential to double the number of patients it serves today. Bridgercare can also expand its services and has plans to do so in the future. The addition of psychological care could be greatly beneficial in both serving its patients and appealing to a wider variety of target customers that are hard to reach such as men and LGBTQ+ individuals.

Male Patients

Fifty eight percent of Bozeman's population is male, yet less than 13% of Bridgercare's clientele is male. This means there is an area to grow and a large population of Bozeman not being served. (See page)

LGBTQ+ Community

Bridgercare offers hormone therapy and cancer screenings specific to LGBTQ+ individuals. This kind of specialization could make them stand out among other options the LGBTQ+ community has access to.

MSU Student Body

While MSU students have healthcare provided on campus it is neither concentrated on preventative measures nor specialized in reproductive healthcare. MSU students also run the greatest risk for contracting illnesses while in the MSU clinic. Bridgercare is also more accessible and can provide more sanitary services more quickly. Almost all MSU students fall under Bridgercare's market demographic.

Insured Population

Bridgercare had the opportunity to reach more insured individuals. According to a report done on behalf of Montana Healthcare Foundation, 46% of Montana's are fully insured. Creating options of self-generated method of income will be beneficial for Bridgercare. This is another large target demographic that Bridgercare can improve on.

Threats

Political

Everyday Health suggests that access to birth control, sex ed, and women's health services are at risk. Under the Obama administration, birth control was available more broadly. Now, under the Trump administration, the decision on birth control may shift to the employer. This allows for moral or regions exemptions for the

employer to deny reproductive health insurance to their employees. As stated earlier, Bridgercare must comply with the Title X regulations as a federally Title X funded family planning clinic. Bridgercare doesn't provide abortion services, but this also restricts supporting the option of abortion in family planning. This is a threat to Bridgercare today, but if Bridgercare becomes reliant on federal funding, it could shift to an opportunity.

There are also competing political ideas of what sexual health should look like and what is acceptable in the ever-changing social climate in the United States. Bridgercare does not try to sway its clients from certain solutions, but their support of LGBTQ Community is a dividing stance for some.

Religious

Religion plays a huge role in the stigma about birth control and contraceptives. Roman Catholicism states the only form of contraceptive for sex is abstinence. According to BBC, "For most of the last 2000 years all Christian churches have been against artificial birth control." Today religions are changing ideas about birth control and are not as strict. According to The Pew Research Center, 65% of adults in Montana are of Christian religion.

There are a multitude of religions that all intercept birth control and reproductive health in a variety of different ways. Many of these beliefs alter the progress and public view of birth control and sexual health.

Social

The social climate is the perceptions and stigmas about a social environment that are shared by individuals. The main issue we will be addressing for Bridgercare is the stigma about reproductive and sexual healthcare. LGBTQ and male stigmas are discussed in the markets and customers sections on page 9.

There are competing images of what sexual health should look like and what is acceptable in the ever-changing social climate in the United States. Bridgercare does not try to sway its clients towards or away from certain solutions, but its support of LGBTQ+ is a dividing stance for some. Men also have a different social obligation than women to care for their sexual health. These beliefs make it hard to reach potential customers successfully. According to The Pew Research Center, today about 61% of Americans support same-sex marriage, while 31% oppose same-sex marriage.

Bridgercare also provides a free and confidential teen walk in clinic on Mondays. This could be socially unacceptable for some parents to find out Bridgercare is providing their child with birth control services without their consent.

Strategic SWOT:

A strategic SWOT was derived from the SWOT analysis on page 22. This Strategic SWOT is a planning method that originates from environmental data in regard to the company's brand. This is important because it shows the largest areas a company can improve and grow. Each environmental data point was paired with its most prominent opportunities, threats, weaknesses, and opportunities. These were then used to develop appropriate action plans while considering these limitations and areas for success.

Now that Bridgercare's industry and company positions are clear we can develop ideal goals and audiences for Bridgercare. This will ensure that their messages will be reaching the most relevant audiences in the most efficient manner. We will describe these goals and audience's in detail in the following section.

Environmental Data	Opportunities	Threats	Strengths	Weaknesses	Actions
Men	Potential Patient More Donors Insured Patient Broaden Services	Social Habit Bias Stigma Feeling out of Place	Co-location (Privacy) Empowerment (break soci Stand alone Clinic (flexible Sliding fee scale	Lack of Awareness Lack of Diverse Services All Female Staff Unclear of Mission	Hire Male Staff Advertising directed towards Males More men present on the Website Male dominated places (breweries, sports bars) Men's education programs (targeting males)
MSU Students	Concentration of target market Education outreach Word of mouth/Referrals MSU Campus growth	UHP Healthcare (campus) Difficult Marketing Family healthcare plans Values, morals and religion	Accessibility Sanitary (less contagious Welcoming Sliding fee scale	Lack of Awareness All Female Staff Transportation Specialization	Collaborate with MSU clubs (Voice Center) Campus UHP referrals Campus Events (Catapalooza) Dorm Advertisement Free stuff/ SWAG
Insured Patients	Insurance Reimbursements Awareness Access to a larger market More donors/networking	Perception of lower quality Perception of limited services Personal connection to other clinics Unaware of positive impact of visit (Insurance Reimbursements)	Healthier community Specialization Accessibility Services open to everyone	Lack of Awareness Federal funding assumptions All Female Staff Lack Diverse Services	Community Events Focus on Quality and Specialization Personal Connection Friends and Family Referrals Marketing in Upscale Environments Marketing Campaign Focused on Insured Patients
Additional Services	Increase appeal to target market Mental Health Cancer treatments and checks Education LGBTQ service expansion	Social stigma Political stigma Federal funding (TitleX) General funding	Room to grow (expand) Stand alone clinic (flexible Welcoming environment Services open to everyone	Confusion of services Blurred specialization All female staff Unclear mission	Hire more doctors/staff Offer mental health to current patients Community events Community survey about adding services Clarifying marketing campaign (services)

Figure 4.2

Goals & Audience

In the goals and audience section clear business objectives will be recommended and target market segmentations will be identified. Defining goals and business objectives will help Bridgercare focus on a specific target market, enabling the most successful outcomes and ensure the results will be measurable. By segmenting the market, we will spotlight markets that have potential to support Bridgercare most effectively at the lowest cost. Goals in this section are based off the research done in the situation analysis. We have separated the goals into three different categories: (1) business goals; (2) marketing goals; and (3) marketing communications (marcom) goals. Although the scope of this paper will continue to analyze marcom goals only.

“One of the best ways to sabotage your content is to not tie it to your goals. Know why you’re creating content” -Ellen Gomes

Business Goals

Business goals help a business outline what it plans to achieve. These goals will be based on the vision and mission of Bridgercare. We will not go in depth regarding business goals because they are outside the scope of this plan but will recommend three considered to be the most important to Bridgercare's future.

1. Increase diversity of the organization. Recruiting LGBTQ representation first, followed by gender and race.
2. Expand healthcare and education services to rural communities around Bozeman based on physical needs and values.
3. Expand healthcare options by adding mental health services through a licensed clinical social worker within the next year.

Marketing Goals

Marketing goals are the desired outcomes that we expect Bridgercare to reach through marketing communications efforts described in this plan. Although the marketing goals are outside the scope of this plan, the three below are achievable and measurable. By acting on the marketing communications goals that are discussed in the next paragraph, Bridgercare will be able to achieve the following marketing goals.

1. Increase the number of insured patients by 50% before 2021.
2. Increase total patient numbers by 25% before 2021.
3. Provide classes on the MSU campus within the next year.

Marketing Communications Goals

Marketing communications goals will increase the value of Bridgercare's brand over time. These goals are what we hope Bridgercare can achieve through implementation of the recommended marketing communications, which is also referred to as marcom. Below are the goals that will aid Bridgercare in growth and continued success.

1. Increase awareness, specifically relating to Bridgercare's mission.
2. Increase community presence.
3. Increase donor loyalty among donors, volunteers, and patients. Increase Bridgercare's presence in rural communities. (Big Timber, Manhattan, West Yellowstone, and Livingston)

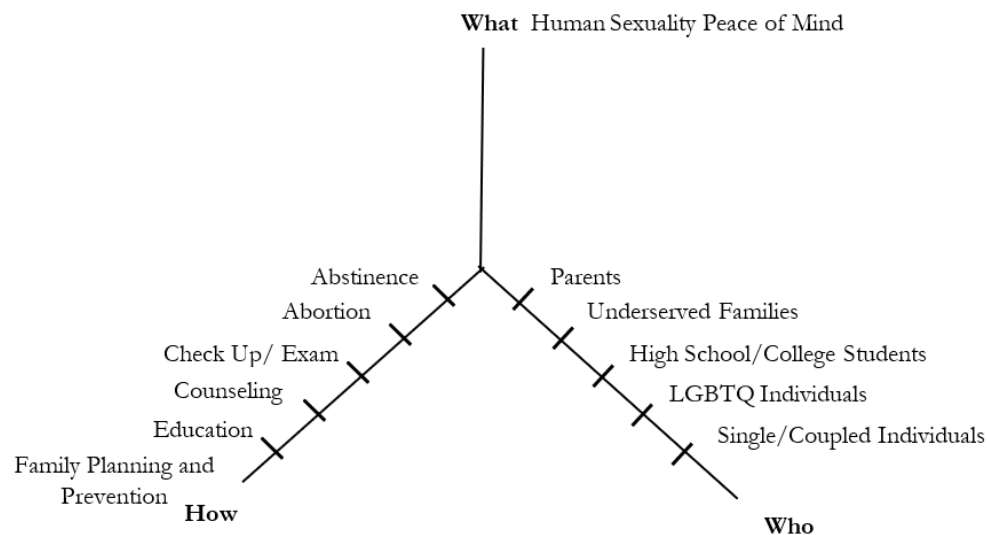
Marketing communications goals are important because they allow a company to focus efforts on achieving desired outcomes that are reflected in the marketing goals. Throughout this IMC plan, we will identify how Bridgercare will be able to achieve its marketing communications goals through the recommendations provided.

Segmentation

Segmentation divides the market into groups of individuals who share similar needs and wants. We will use this section to identify the common needs and wants between those in Bridgercare's target market. In order to achieve this, we will be using *Teaching Market Segmentation: The 8 Step Process* from Francisco Guzmán, professor of marketing and co-editor of the *Journal of Product & Brand Management*. Each step will be described in detail below.

1. Define Reference Market

The reference market is the section of the total market that will bring the most opportunities to Bridgercare and provide the greatest advantage to achieving the previously recommended goals. When defining the reference market, we will be using the *ABEL Axis* (see Figure 5.1). This breaks up the market into: **What** need is being satisfied, **Who** is being satisfied and **How** that need is being satisfied. Bridgercare satisfies the needs of family planning and prevention. The people involved with Bridgercare's reproductive healthcare include, parents, underserved families, college and high school students, LGBTQ individuals, and single/coupled individuals. Patients can receive family planning and prevention in other forms, such as, abstinence, condoms, birth control, Plan-B, and abortions.



2. Macro Segmentation

Macro segmentation is the second step after defining the reference market. To define the macro-segment, one **What**, **Who** and **How** are selected from the ABEL Axis. This forms the most attractive market for Bridgercare to target on a macro level. The three from the ABEL Axis are family planning and prevention, prevention services such as birth control, and who, and how. As a result, the macro segment recommended to focus on is:

People seeking human sexuality peace of mind through sexual healthcare.

3. Detecting Variables for Micro Segmentation

Our next step is to choose a micro segment. This will narrow your customers down even more by their motivations. It is *why* the purchase decision is made by a consumer. To begin, variable categories are identified that answer the question “why would a consumer want to engage with the Bridgercare solution?” Six categories were identified that provided greater insight into why this would be the case. They are:

Search Benefits are attributes of a service the client considers when evaluating reproductive healthcare options

Demographics are the population characteristics that influence the consumer’s reproductive healthcare needs

Socio-economic variables are related to the social and economic factors that influence a consumer’s reproductive healthcare decision.

Psychographics are variables related to consumers’ attitudes, interests, and lifestyles that influence their reproductive healthcare decisions.

Lifestyles variables in addition to attitudes and interests of psychographics, are related to consumer behavior and interaction with specific services.

Geographic variables provide information about the characteristics about a place. The cluster a consumer belongs to impacts their reproductive healthcare analysis.

Then, within each category we determined the following variables to be most pertinent to customers interested in Bridgercare’s services (refer to Table 3):

Micro Segmentation Variables:

Lifestyle	Search Benefits	Socioeconomics	Geographics	Psychographics	Demographics
Health	Prescription Benefits	Economic Status	Bozeman	Values	Income
Community Involvement	High Quality Care	Self-Identify	Livingston	Non-profit supporters	Education
Social Engagment	Empowerment	Insurance Status	West Yellowstone	Attitudes	Occupation
Hygiene	Affordability	Student Status	Gallatin County	Players	Gender

Table 3

4. Selecting Variables from Micro Segmentation

Out of all the variables listed, the most compelling motivational factors are community involvement and reproductive healthcare values. Both are highlighted in green in Table 3. The psychographic motivation of values of importance for Bridgercare because it will facilitate a connection to people who share interests that align with Bridgercare's mission. A person that is not involved or interested in their community will not be an ideal target for Bridgercare's messages. These motivations will be evaluated as "level of interest in reproductive healthcare" and "income spent on local businesses" to represent the importance of groups of people placed on these values.

5. Variable Operationalization

Variable operationalization is the process of defining the chosen variables in a quantifiable manner. The first variable of reproductive healthcare measures the level of interest an individual in the community places on reproductive health. This could vary from never getting checkups or giving reproductive healthcare a second thought to reading books involving; reproductive healthcare, keeping up with the latest political and social progress regarding reproductive health, and having pride in the level of knowledge about reproductive health. This variable will be measured as "time spent researching reproductive health".

The second variable is the level of community involvement. This variable involves the importance individuals place on their community for collective or individual reasons. People who don't spend time engaging with their community will be poor targets for Bridgercare's messaging. People who spend considerable time with and in their community will share more of Bridgercare's values and will express interest in its messages. This variable will be measured as "level of income spent on local businesses" because those who spend more time engaging in their community will most likely spend more income locally.

6. Micro Segmentation

In order to determine the appropriate audiences for Bridgercare, the variable measures were placed on a three-by-three matrix. The measures were divided into 3 levels: low, medium, and high. This resulted in nine micro-segments that are named and explained below in Table 4. These micro-segments represent stereotypical groups of people, and below we have explained how their generalized behaviors and values relate to reproductive healthcare.

Audience Micro Segments

Income Spent on Local Businesses				
Time spent researching reproductive health		Low	Medium	High
	High	The Worrier	The Futurist	United-in-Health
	Medium	Inward Focused	Interested Supporter	The Advocate
	Low	Cooperate American	Happy go Lucky	The Hipster

Table 4

The Corporate American spends their time eating at Chick-fil-A, drinking Starbucks, and perusing through Target. They spend very little income on local businesses, and even less so on charitable giving. A Corporate American also spends very little time thinking about reproductive health. They are not overly concerned about their own or others reproductive health. They may not understand or be able to appreciate the importance of such services as Bridgercare.

The Happy-go-Lucky person spends their time at local breweries or wine bars such as Plonk or the Taproom. These are people who desire a good time, to be social, and explore unique services in the community. Happy-go-Lucky people most likely won't think twice about the importance of reproductive healthcare. Bridgercare's messaging may not reach any meaningful part of their perception as they have little awareness or interest in underserved populations.

The Hipster likes to hang out at the Townshend Teahouse or Zocalo; quirky places trending in Bozeman will be their hot spots. A lot of hipster's income goes into the Bozeman community because they pride themselves on being separate from the Corporate American. Their income will most likely not go to non-profits because it is income being spent on direct personal assets rather than support for the community. Hipsters spend a lot of time searching for new ways to celebrate unique culture, though they may fail to consider the importance of Bridgercare's reproductive healthcare services.

An Inward Focused person is interested in reproductive health at a personal level. This person may have a friend, or they themselves, have been through certain reproductive healthcare complications. They may also just be sexually active and looking for ways to prevent STIs and pregnancy. The inward focused person will most likely spend their money in chain stores such as Walmart, CVS, or Walgreens to get condoms, pregnancy tests, or plan-B. They may know the basics of reproductive healthcare and act to try to prevent common disease but will stop this search when it extends beyond their own direct needs. They will keep the information they know to themselves and spend little time promoting it.

The Interested Supporter has an interest in reproductive healthcare, and they do share it with the community. This person is more likely to volunteer a few times a year for or donate to Bridgercare at big events like "Give Big Foundation". They will spread Bridgercare's message by word of mouth, but they are most likely unaware that they could support Bridgercare in a more impactful way just by becoming a patient.

The Advocate person knows a moderate amount about reproductive healthcare and do spend time giving back to their community. The Advocate is aware of the health of their community and does what they can to support those services. This person may not be primarily focused on reproductive healthcare, but they would be a prime target for Bridgercare's messaging. The Advocate would be responsive to Bridgercare's quality reproductive services that allow them to give back to the community at no extra cost of time or money.

The Worrier knows a lot about reproductive healthcare, this is an important issue to them. They or a loved one may have gone through serious reproductive healthcare complications. They may also feel strongly about reproductive healthcare for political reasons. The Worriers constantly worry about these issues and spend time reading books, finding articles, and keeping up with the latest research on reproductive health. This worry is not shared with the community and they do little to solve problem surrounding reproductive health. It will be hard to reach them with messages providing possible solutions because they may be skeptical and continue with their habit of worrying.

The Futurist is concerned with young populations and the direction of health for their community. They will align with values promoting the education of younger generations and support for underserved populations to help stabilize the long-term health of the community. They are knowledgeable about reproductive healthcare and wish to support Bridgercare's cause. The Futurist is probably already a semi-regular to regular volunteer for Bridgercare or a similar nonprofit. If they are an MSU student, they are most likely working with the VOICE center and will have closer connections to Bridgercare than the average student. Getting a message transferred to the Futurist will be an easy task for Bridgercare if strategically planned. Unlike the worrier, the Futurist recognizes the problem surrounding reproductive health care and looks to do something about it.

People United-in-Health know a lot about the importance of reproductive healthcare and are very involved in their community. United-in-Health people have extra income to donate to nonprofits such as Bridgercare on a fairly regular basis. Messaging including upcoming classes, volunteer opportunities, and anything that helps bring the community together over solutions to reproductive health issues will intrigue this group.

7. Selecting the Target Market

The micro-segments that Bridgercare should pursue with its marketing efforts include: *The Futurist*, *United-in-Health*, *Interested Supported*, and *The Advocate*. These segments will be the most beneficial to Bridgercare to pursue due to the high income spent on local businesses and a high amount of time spent researching reproductive health. Please refer to Table 5.

Targeted Micro Segment

Income Spent on Local Businesses				
Time spent researching reproductive health		Low	Medium	High
	High	The Worrier	The Futurist	United-in-Health
	Medium	Inward Focused	Interested Supporter	The Advocate
	Low	Cooperate American	Happy go Lucky	The Hipster

Table 5

Each micro segment was selected because their values closely align with Bridgercare's mission. Detailed descriptions are as follows:

- ❖ **The Futurist:** Understands the importance of reproductive health care and would be receptive to Bridgercare's messages. This group would be interested in volunteering and becoming a patient to contribute insurance benefits to Bridgercare's operating budget. They value efficacy, so messages expressing these values would be effective. The Futurist will be responsive to any call to action that involves a great level of personal involvement.
- ❖ **The Interested Supporter:** The Interested Supporter would be receptive to Bridgercare's educational messages and volunteer opportunities. They wish to learn more and help teach others. These people would be primary targets for peer educators in a college setting. They will respond to a call-to-action that involves developing deeper knowledge and increasing connections to reproductive health care.
- ❖ **The Advocate:** The Advocate splits their time between many things. They would be receptive to messages of atmosphere and education. They may be concerned with LGBTQ issues surrounding reproductive health care or may wish to know more about reproductive healthcare challenges and potential solutions.
- ❖ **United-in-Health:** People united-in-health would be interested in leading classes, becoming a patient, and mentoring peer educators. Showing the people united-in-health what their funds do to support the community through the eyes of a patient would be extremely valuable to gain their loyalty. Messages of expertise, accessibility, and atmosphere would appeal to their values and solidify their trust in Bridgercare as a reliable brand for donations and support.

Bridgercare should not pursue the following segments: The Inward Focused, The Worrier, The Corporate American, Happy-go-Lucky, and The Hipster. The Inward Focused and The Worrier, although interested in reproductive health are not likely to project that interest in the community or seek reproductive needs from community services. They have most of their needs taken care of already by use alternative methods or sources. The Corporate American does not concern themselves with community matters and are more likely to go to large well-known clinics like Bozeman Health when reproductive emergencies or concerns arise. Happy-go-Lucky and The Hipster will not be responsive to Bridgercare's messages, they are just looking for a good time and more self-involved. These people tend to focus more on small details rather than the bigger picture and don't wish to put any effort into taking action to support or become involved with reproductive health. These segments can transfer to the four target segments over-time, but they should not be the priority for messaging.

8. Capturing the Target Segments

The final step in the eight-step segmentation process is to leverage a strategy to capture the target segments identified. Based on the results of this segmentation process, as well as the findings from the SWOT and market research, we recommend Bridgercare use a

differentiated strategy to reach the segments. These four micro-segments will be the prime market for Bridgercare to focus marketing efforts in order to achieve the goals stated above.

Using these segmented target audiences, we can now recommend appropriate messages that will most effectively and efficiently reach patients and donors in a meaningful way. In the upcoming section, we will outline and describe positioning and key messages to communicate to these micro-segments.

Positioning & Messages

After analyzing Bridgercare's market situation, and identifying potential goals and audiences, we are now able to establish a positioning statement and the key messages that should be used in all future marketing communications. Positioning is the perception offered by the company that resides in the consumer's mind regarding the nature of the company, its services, and its brand relative to the competition. Key messages are the core ideas that the company wishes to communicate to its target audiences.

*"Brand is just a perception, and perception will match reality over time."
-Elon Musk*

Positioning Statement:

A positioning statement is an expression that identifies how the company's services fills a consumer's needs in a way that its competition does not. It should outline the unique position of the company in the mind of the consumer in order to create a brand image. This statement is internal to the company. Below is the recommended positioning statement for Bridgercare.

*"Bridgercare is an **affordable** reproductive healthcare clinic with an **accessible** location and a **comfortable atmosphere** where members of the community can **discuss and learn** about reproductive health. This enables anyone, no matter insurance or income, to have access to **expert care** and maintain their sexual health."*

This statement includes the strengths of Bridgercare and what is offered to each patient. These strengths should be used as core ideas in developing the key messages. Key messages are explained in the next step of this section.

Key Messages:

Key messages are the target points that you want to resonate with your target audience. These are the attributes that will ideally stick in the consumer's mind when they think of Bridgercare. The key messages are derived from the positioning statement. Listed below are the key messages we recommend Bridgercare uses in all marketing communications.

1. Affordability
2. Atmosphere
3. Education
4. Accessibility
5. Expertise

1. Affordability

Bridgercare offers affordable services to all patients, regardless of income level, using its sliding fee scale and insurance contributions. This is crucial for patients of Bridgercare to have access to services and treatments. Below are affordability-centered messages that we recommend Bridgercare communicate to its target audiences:

- ❖ Bridgercare offers a sliding fee scale that allows all patients access to treatments and services regardless of ability to pay.
- ❖ Bridgercare provided 49.9% of its patients with discounted healthcare services. Resulting in \$358,435 worth of medical services at no cost to the patient.
- ❖ Sixty-five percent of insurance reimbursements go back into Bridgercare operating budget enabling Bridgercare to provide greater discounts for services.

2. Atmosphere

Bridgercare prides itself on being a comfortable and safe environment for its patients. By using the analogous color pallet of blue and green for interior design, it can offer a calming environment for its clients. This calming environment can ease stress for nervous or busy people for example. Bridgercare providers and staff also practice up-to-date LGBTQ vocabulary to prevent bias or offensive language and enforce inclusiveness when conducting all medical visits. No matter gender or identity, Bridgercare will ensure each patient is treated with respect, understanding, and consistent quality care.

Busy patients will hopefully view Bridgercare as a positive part of their day. By escaping the fast-paced stressful environments of a busy workday into the calming environment of Bridgercare clinic will be a figurative breath of fresh air. Taking the stress out of reproductive health care and the weekdays will be the motivating factor in this message. Below are messages centered on atmosphere that we recommend Bridgercare communicate to its target audiences:

- ❖ Bridgercare doctors and staff go through regular training to prevent bias in order to conduct a professional and inclusive medical visit
- ❖ Relaxing decor and building structure allow patients to enjoy a limited stress environment.
- ❖ Bridgercare's services are trustworthy and conducted by competent doctors.
- ❖ Bridgercare's patients don't have to worry about sacrificing quality of services with for ability to pay.

3. Education

Fully insured patients can empower themselves and their community by visiting Bridgercare for their reproductive healthcare needs. Bridgercare offers a variety of educational workshops, sexual programs, and clinics that give its patients the opportunity to expand their knowledge on sexual health. By educating insured patients, Bridgercare increases the opportunity of creating long term relationships with their donors. This gives Bridgercare a competitive advantage over other healthcare clinics. Below are education-centered messages that we recommend Bridgercare communicate to its target audiences:

- ❖ Bridgercare provides Teen Clinics every Monday from 3:00-5:30 p.m.
- ❖ Bridgercare offers sexual and reproductive healthcare classes at Bozeman High School for students and provides peer educators.
- ❖ Bridgercare offers Puberty workshops for pre-teens to complete with their parent or guardian
- ❖ Bridgercare provides Public health presentations and workshops on topics such as; pregnancy prevention, STI prevention, healthy relationships, sexual orientation, and gender expression.
- ❖ Bridgercare educates its patients during visits by providing a respectful discussion on sexual health through evidence based sexual health pamphlets.

4. Accessibility

As discovered in the situation analysis section of this plan, we found Bridgercare can provide greater accommodations to its customers as compared to competing clinics in Bozeman. For insured clients looking for reproductive healthcare, Bridgercare can differentiate itself using this unique quality. In a 2017 research study, “lack of transportation” was determined to be one of the primary barriers to access of healthcare services in Gallatin County. Below are messages centered on accessibility that we recommend Bridgercare communicate to its target audiences:

- ❖ Bridgercare’s location between main roadways 7th Avenue and 19th Avenue make it a central location for Bozeman residents.
- ❖ The Bridgercare building has a designated parking lot for patients and customers.
- ❖ The free and wheelchair accessible bus system, Streamline, has a stop one block East of Bridgercare on 15th Avenue.
- ❖ Bridgercare’s numerous partnerships make it more well-known and increase legitimacy of services.
- ❖ Patients can schedule a visit within a week. Visits are quick with minimal waiting time and efficient care.

5. Expertise

Bridgercare specializes in reproductive healthcare. Bridgercare's patients have access to a variety of services including but not limited to STI/STD testing, birth control, annual exams, pregnancy testing, and mental health services. We suggest the following statements to communicate to Bridgercare's audiences.

- ❖ Bridgercare staff members participate in the LGBTQ+ Healthcare Allies Training. This training has been approved by the Montana Nurses Association, an accredited approver by the American Nurses Credentialing Center's Commission on Accreditation.
- ❖ Bridgercare has skilled and educated staff and doctors on hand to offer patients of any gender or identity with support and treatments.
- ❖ On average, two guest presenters visit Bridgercare each month to provide training to staff members and sit in on meetings to offer outside knowledge.
- ❖ Bridgercare staff members participate in regular online trainings throughout the year focused on sexual and reproductive healthcare.

Although the positioning statement is solely for internal use at Bridgercare, it definitively unifies the position of Bridgercare in the patient's mind through its use in developing marketing communications. Bridgercare's core ideals are then shaped from the positioning statement and made into the key messages listed above. These key messages allow patients to differentiate Bridgercare from other healthcare clinics and nonprofits. In the next section of this IMC plan we will discuss the strategies and tactics that Bridgercare can use to communicate the recommended key messages.

Strategies & Tactics

The Strategies and Tactics section of this IMC plan will focus on how Bridgercare will achieve the marketing communications goals that were previously mentioned in the Goals and Audience section. Goals are the overall desired outcomes, strategies are the ideas for achieving these goals, and tactics are specific actions that are taken to execute the strategies. There may be some repetition of strategies and tactics below because they are able to achieve more than one goal. By following these strategies and tactics Bridgercare will be able to achieve its marketing communications (marcom) goals and grow its business. As a reminder, the four recommended marcom goals are listed below.

*“Strategy without tactics is the slowest route to victory”
“Tactics without strategy is the noise before defeat”
-Sun Tzu*

This section is organized by the recommended MarCom goals:

Goal One: Increase awareness among potential patients.

Goal Two: Reach more patients in rural communities around Bozeman.

Goal Three: Increase loyalty among donors, volunteers, and patients.

Goal Four: Increase awareness about educational programs.

Goal One: Increase awareness among potential patients

Strategy One: Event Marketing

Tactic One: Drink Night

Tactic Two: Trivia Night

Tactic Three: Host Event with Local Bar/Restaurant

We recommend Bridgercare sponsor and host social events. Businesses we recommend that house these events include Bunkhouse Brewery, MAP Brewing, and Bar 9. Nonprofits often do not make much money off hosting social events, but we believe it is a great way to promote Bridgercare, encourage community support, and strengthen bonds between community organizations. According to *Qgin*, “70% of all-American donations are made by individuals.” Increasing awareness of Bridgercare will reach more people in *The Giver* micro-segment. At these events, Bridgercare would sponsor the night. Bridgercare’s logo and/or flyers would be posted around the building, and bowls of condoms can be placed on a front table along with educational brochures. Bridgercare could also incorporate simple branded coasters for the night. We recommend Bridgercare representatives participate in the events to help promote word of mouth, which is the most effective form of advertisement. For events like Trivia Night at Bar 9, Bridgercare representatives would both host and participate in the event. We recommend hosting these events quarterly.

Strategy Two: Digital Marketing

Tactic One: Revise Bridgercare’s website to depict images of more men

We recommend adding more imagery of men on the Bridgercare website. On the first page slideshow at the top, only one slide contains men. The men are pictured outside and all of the slides inside Bridgercare’s facility are women only. Even though all of the staff consists of women, it would be beneficial to add a few male images inside Bridgercare. A slide with a workshop or clinic could contain men in the audience. It is important that men are included in images inside Bridgercare’s facility to attract more male patients, increase equal representation, increase the level of comfort and belonging to males.



Figure 7.1



Figure 7.2

Tactic Two: Social media giveaways

We recommend Bridgercare create a contest to give away discounts at partnered stores. This allows Bridgercare to support its partners through free advertising as well as offer their patients deals on local businesses. If partnered stores do not want to provide Bridgercare with free gift cards to give away, Bridgercare can spend a small amount of their income purchasing a few gift cards and discounts. This ensures something of quality and value is being offered, which will secure more audience participation. Bridgercare can give out the prize in a branded envelope to ensure brand awareness is maximized.

To win a prize in the contest, a person needs to like, follow, and comment tagging three friends. The number of giveaways should not be revealed until the giveaway has ended because if there is a low number of people who make themselves eligible for the contest, they should not all win. Doing the giveaway multiple times a year will encourage more participation and awareness. The giveaway should also be advertised with a sense of urgency to spark a small degree of alarm in the receiver that entices them to act. In a recent article on social media giveaways Lore states, “from what we see today, a social media contest is still the most effective way to grow your audience fast on social media channels like Facebook, Twitter, and Instagram. An awesome prize and a fun social element, like photo submissions, can go a long way to legitimize your brand.”



Figure 7.3: *Social Media Give Away*

We also recommend the profile picture on Bridgercare’s Instagram page should be changed from the pride heart to the Bridgercare gender logo. This is a more recognizable symbol for Bridgercare and will keep constancies in it messaging. Please refer to Figure 7.3

Strategy Three: Interactive Marketing

Tactic One: Condom Dispenser

We recommend setting up condom dispensers in bathrooms at popular local hotspots. Our recommendations are Bridger Brewing, Rocking R Bar, El Camino, MAP Brewing, the Mall, and Buffalo Wild Wings. These businesses each attract different micro-segments. According to *GM Today*, “80% of people regularly use public restrooms.” Setting up dispensers in all of the locations will allow Bridgercare to target all micro-segments. These dispensers will only release one condom at a time. CondomDispensor.org sells condom dispensers made of police grade riot material making it 17 times stronger than glass. They start at \$96 each and can be branded with Bridgercare’s logo (See Figure 8.1).



Figure 8.1: Condom Dispenser

Tactic Two: Condom Stickers

We recommend that Bridgercare change the sticker logo provided on free condoms. Adding humor to the stickers will grab and hold people's attention and will help establish a positive association with Bridgercare (see Figure 8.2). According to *Forbes*, “Humor breaks down walls, shows personality a.k.a. shows a brand's human side.” Many people, particularly younger audiences in high school or college, see reproductive healthcare as an uncomfortable or embarrassing subject. Adding humor to these advertisements will help people feel more comfortable. Bridgercare’s logo should be placed on the sticker as well. If someone has seen the funny condom stickers, they are more likely to remember Bridgercare the next time they are searching for reproductive healthcare services. They can find more information on Bridgercare's mission when they are researching. These condoms can be provided in bowls around Bridgercare and in the condom dispensers detailed above.



Figure 8.2: Condom Stickers

Tactic Three: Informational Condom Cases

These condom cases were inspired by Planned Parenthood’s ‘Freedom to F*ck’ fundraising campaign. Bridgercare’s recommended condom cases were not meant to fundraise but spread Bridgercare’s brand. The design in a trifold features a one liner joke or commonly used phrase. It shouldn’t contain any curse words, but the jokes will be suggestive enough to catch the attention of college students. Headers like “Live your best life” and “With great power comes great responsibility”. This will be followed by a message of protection and three actionable messages with Bridgercare’s website, phone number, and address. Finally, a condom will be attached by two slits in the corners of the page (see Figure 8.3).

This strategy is unique and eye catching. They can be handed out at Catapalooza instead of just free condoms. The goal is for people to like it so much that they will keep it and when they need reproductive services, it might come to mind.



Figure 8.3: *Generic Case*

Tactic Four: Holiday Informational Condom Cases

These are almost the same as tactic three’s informational condom cases (see Figure 8.4).

However, these will only be distributed early in the month of February. According to 2017 Millennial Sex Survey by SKYN Condoms consisting of 3,000 men and women between the ages 18-34, 68% of millennials claimed Valentine’s day was the occasion they have the most sex. Thirty seven percent said that was the singular day in which they had the most sex. This makes the perfect occasion to hand these valentine’s day note sized condom cases out to people in the community.



Figure 8.3:
Valentine’s Day Case

Strategy Four: Sponsorship

Tactic One: Sponsor local drag shows

Tactic Two: Sponsor Big Sky Pride (June)

We recommend Bridgercare sponsor local LGBTQ+ community events that happen periodically throughout the year. According to a 2016 survey, the *Event Marketing Institute* found that “74 percent of consumers say engaging with a branded event marketing experience makes them more likely to buy the products or services being promoted.” By sponsoring such events, Bridgercare can enhance their relationship with the LGBTQ+ community as well as establish themselves in the Gallatin County as supporters and advocates for the LGBTQ+ community.

According to *Engage for Good*, “33% of consumers are now choosing to buy from brands or services that they believe are doing social or environmental good.” We believe that being linked to well-known and popular local events will help patients form a positive opinion about Bridgercare and will lead them to conclude that it is a reliable and reputable organization.

Strategy Five: Print Advertisement

Tactic One: Advertise in *The Exponent*

We recommend that Bridgercare advertise in Montana State University’s student newspaper, *The Exponent*. Every Thursday 2,500 copies of *The Exponent* are printed and distributed to over 60 different locations on campus and downtown Bozeman. Because it’s an independent student paper without faculty oversight, the paper is a true voice for students. According to *Mansi Media*, “55% of adults aged 18-34 read a newspaper.” There are over 16,000 students enrolled at Montana State University, making *The Exponent* a great place to increase awareness among Montana State University students. We also recommend that Bridgercare take advantage of *The Exponent*’s digital advertising option. Combining print and digital advertising will increase Bridgercare’s likelihood of attracting potential patients. In a recent article, Stapper states “76% of businesses believe the ideal marketing strategy combines print and digital.” The ad that would be featured on both platforms will be the Obvious Ad (see Goal 3, Strategy Obvious Ad for ad explanation). Rates for print range from \$60 for an eighth page ad, to \$100 for a quarter page, and \$280 for a full page. Digital rates are \$10.71 for a medium rectangle ad, \$17.85 for a half page, and \$14.28 for a leaderboard. (See Figure 9.1)



Figure 9.1: *Exponent Ad*

Tactic Two: Montana State University Bulletin Boards

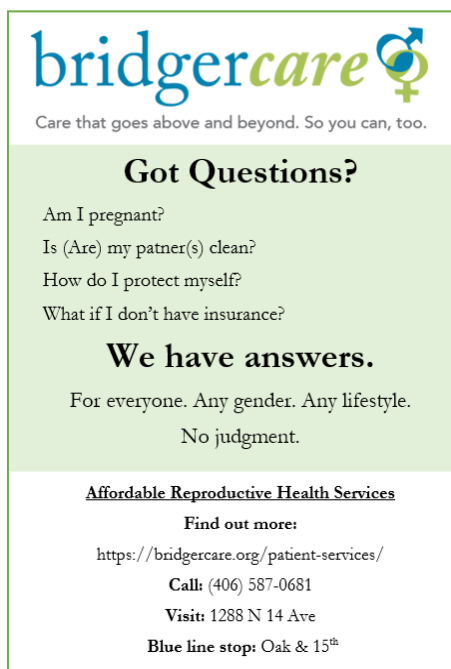
We recommend that Bridgercare redesign its MSU bulletin board postings. Taking advantage of Montana State University's free bulletin board posting is a great, low cost resource for raising awareness among potential patients. Flyers should be eye catching, have a clear message, and highlight Bridgercare's advocacy for acceptance. This flyer includes tear-off stubs with Bridgercare's website and phone number for easy contact and appointment scheduling. Compared to similar flyers shown in this section, included questions are worded differently to better identify with MSU students. The questions are more urgent and to the point. A large number of college students don't have the time (or patience) to ponder hypothetical questions but will be more intrigued with time sensitive and actionable questions. In a recent article, Dobbs states that "over 50% of millennials pay attention to print ads," making Montana State University a great place to market to potential millennial patients. (See Figure 9.2)


Figure 9.2: *MSU Flyer*

Tactic Three: Student Survival Kit Coupons

We recommend incorporating discount coupons in the MSU Student Survival Kit to develop awareness of Bridgercare among the student body. They are handed out in August and January, the first month of MSU semesters, and is also digitally distributed through the use of an app. The Survival Kit is made up of a variety of coupons from an array of services including food, drink, and discounted aesthetic services. The Kit in 2019 had coupons distributed by Zoe Care. It was the only reproductive health care service in the kit, advertising free pregnancy testing and free STD testing in ZoeCare's clinic. This is a challenge because they are the only services ZoeCare provides that overlap with Bridgercare. ZoeCare claims in the Student Survival Kit that it is "Compassionate, and confidential medical care". However, this produces an ideal opportunity to differentiate Bridgercare's brand from ZoeCare.

We recommend Bridgercare create coupons for a free annual check-up and a free STD test as shown below. Including phrases such as all inclusive, non-judgmental, and confidential care will help differentiate Bridgercare's from ZoeCare's (Figure 9.4). We suggest the main color be presented with a green color pallet because ZoeCare's ad is close to the signature blue color often used by Bridgercare. These coupons should be paired with a full-size advertisement describing Bridgercare as an affordable reproductive healthcare clinic for everyone with any lifestyle (Figure 9.3). By carefully designing the coupons in the ways described Bridgercare can distinctly differentiate itself from ZoeCare.



bridgercare 

Care that goes above and beyond. So you can, too.

Got Questions?

Am I pregnant?
Is (Are) my partner(s) clean?
How do I protect myself?
What if I don't have insurance?

We have answers.

For everyone. Any gender. Any lifestyle.
No judgment.

Affordable Reproductive Health Services

Find out more:
<https://bridgercare.org/patient-services/>
Call: (406) 587-0681
Visit: 1288 N 14 Ave
Blue line stop: Oak & 15th

Figure 9.3: Full Size



bridgercare 	Free Annual Check-up
	All Inclusive. Non-Judgmental. Confidential
Affordable Reproductive Healthcare.	1288 N 14 th Ave, Bozeman
	(406) 587-0681

bridgercare 	Free STD Test
	All Inclusive. Non-Judgmental. Confidential
Affordable Reproductive Healthcare.	1288 N 14 th Ave, Bozeman
	(406) 587-0681

Figure 9.4: Coupon

Tactic Four: Gym advertisement

We recommend that Bridgercare advertise in local Bozeman gyms. Gym members are making a clear effort to improve their physical health, making a gym the ideal place and therefore an ideal audience to communicate Bridgercare’s educational messages. According to *Wellness Creative Co.*, “over 1 in 5 Americans belong to at least one health club or gym.”

Gym advertising is a unique way to increase awareness among an active demographic that are looking for ways to improve their health and support their active lifestyle. *Wellness Creative Co.* also mentions that out of 62.5 million health clubs and gyms, the average members go as often as 104 days a year, indicating that gyms a prime spot for high-exposure advertisements. Gyms have high levels of age diversity in their members, naturally making a gym a good place to advertise to a wide range of ages.

To make this effective it is important to take a “be healthy” approach (refer to Figure 9.5). Bridgercare can bridge the gap between physical health and reproductive health by promoting living a healthy lifestyle and taking care of your body. We recommend hanging ads in high traffic locations such as locker rooms and bathrooms to ensure high exposure to the advertisement. This marketing tactic will target the United in Health and the Futurist segmented audiences in meaningful and effective ways.

bridgercare

Care that goes above and beyond. So you can, too.

Affordable Reproductive Healthcare

Healthy Lifestyle

Take care of your body & it will take care of you.

Gain control over your reproductive health.

Find out more: bridgercare.org

(406) 587-0681

Figure 9.5: Gym Ad

Tactic Five: Advertise in the Haynes Pavilion hockey rink bathrooms

We recommend advertising at the Bozeman Hockey Rink to reach a larger proportion of the male population. According to *SBNATION*, 91% of organized hockey players in North America are male. Humorous posters placed in the bathrooms will target male players as well as expose people viewing high profile games like the Ice Dogs, MSU club team, and the Stingers.

Even though all of the bathrooms at the hockey rink are co-ed, the primary target for this particular ad will males. These ads will be family friendly for events like public skating, figure skating and kids' practices. The humor should contain innuendos for a teen and young adult crowd (See Figure 9.6). The crowd at the hockey rink is diverse in social class, allowing the posters to target all four micro-segments; The Futurist, United-in-Health, The Interested Supporter, and The Advocate.



Figure 9.6: *Hockey Rink Ad*

Goal Two: Reach more patients in rural communities around Bozeman

Strategy One: Outdoor advertising

Tactic One: Billboard on I-90 Interstate

We recommend that Bridgercare design two billboard to be advertised on the side of I-90. One to target individuals heading east from Manhattan to Bozeman and another targeting people heading west from Livingston to Bozeman. According to *Penne Co. Outdoor*, “Americans spend more than 70% of their waking hours outside of their homes.” And in a recent article by *Patsy Sumner*, founder of MediaSpark states, “71% of travelers look at messages on roadside billboards.” Both statements prove that outdoor advertising, specifically billboards, are beneficial. This tactic would increase awareness about Bridgercare’s brand and services among potential rural residents. Please refer to Figure 10.1 for an example.



Figure 10.1: I-90 Bridgercare Billboard

Tactic Two: Poster board in Livingston

We recommend that Bridgercare lease a poster board in a rural community near Bozeman. Poster Boards are just like billboards, only they are smaller and are placed in town on feeder roads that lead to the main roads. It will be beneficial for Bridgercare to lease poster board located directly off the interstate. This will guarantee exposure to locals as well as travelers heading into the county. Leasing a poster board off Exit 333 into the Livingston city center and the exit for Yellowstone National Park will be the most beneficial and reach the most people. According to a recent article from *Statistica*, “40 percent of consumers stated that

after seeing a poster ad they visited the business advertised, while 24 percent reported making a purchase from the advertised business.” This poster board will increase awareness among potential patients residing in rural areas.

Strategy Two: Print Advertising

Tactic One: Advertise in local community newspapers (*The Livingston Enterprise*)

In a recent article published by *Mansi Media*, “nine out of ten newspaper readers (91%) report that they take action after reading or looking at inserts.” Therefore, Bridgercare should advertise in rural communities local, such as *The Livingston Enterprise*. This would spread awareness of Bridgercare’s brand to residents in and around Livingston. It will be the most beneficial to do a print ad to represent non-judgmental and low-cost care that Bridgercare offers (Refer to Figure 11.1). The research presented in the Situation Analysis uncovered that LGBTQ and other underserved status’s have difficulty or are uncomfortable with small local clinics that are not as understanding (See page 10).

It is important to focus on the specialized services offered by Bridgercare, while also emphasizing that Bridgercare is only 30 minutes away. A quarter page ad in *The Livingston Enterprise* would be \$198.00 per edition. This is for a black and white quarter page ad. *The Livingston Enterprise* charges nonprofits a discounted rate of \$6.60 per square inch, compared to its normal rate of \$7.28. Please see *Figure 10*.



Figure 11.1 Newspaper Advertisement

Tactic Two: Advertise on the Streamline bus system

Dobbs, the marketing director for Inkwell Printing, explains the effectiveness of print advertising, “over 55% of all consumers trust print marketing more than any other advertising method.” Print advertising is also said to be more personal than other forms of marketing and is why Bridgercare should run advertisements on the Streamline bus. The local Streamline bus service provides routes to and from Livingston Monday thru Friday. Potential customers would see the advertisement for sexual and reproductive healthcare while using the Streamline service and then in return could also use the Streamline for a trip back to Bozeman to visit Bridgercare. The ad will spread brand awareness in rural

communities and the tactic will ensure people who already use the Streamline as a method of transportation can easily commute through the same system to Bridgercare.

It is wise to place the ad on the top panel of the bus, as shown in Figure 11.2, to maximize exposure potential. A basic description of what Bridgercare does and the services offered will be sufficient information to intrigue passengers. The ad should also include contact information along with the location of Bridgercare and the specific Streamline stop for easy contact.



Figure 11.2: *Streamline Bus Advertisement*

Strategy Three: PR and Community Relations

Tactic One: Volunteering in the rural community

We recommend that Bridgercare volunteer near rural communities to expose the Bridgercare Brand. Bridgercare should start the campaign of “Bridgercare CARES,” and participate in different volunteer opportunities in rural communities. Twice a year Bridgercare staff and volunteers would clean up trash along the highway through the Adopt-A-Highway program. The Adopt-A-Highway program allows for organizations to “adopt” a two mile stretch of highway for two years, requiring the organization to clean up trash at least twice per year. The Adopt-A-Highway program is free of charge for the organization. The state provides the trash bags and organization signs. We recommend Bridgercare adopt maintenance section 2201 of the Frontage road from Bozeman to Manhattan. This section is “adoptable” from the Montana Adopt-A-Highway website and is shown in Figure 12.3 on the following page.

Hermesen, a Psychologist and Econ with a passion for marketing backs up the Theory of Seven when he writes, “there will be 7-10 brand interactions before a consumer remembers a brand”. The goal for public relation marketing is to encourage consumers to recall and recognize the Bridgercare brand in a positive way. Volunteers would wear Bridgercare T-shirts while cleaning up the side of the road. We chose bright green because this represents colors of Bridgercare and will also catch the eye of a people driving by. Both sides of the shirt will have the Bridgercare logo to spread awareness to drivers heading each way. The front of the shirt will say “cares,” for the “Bridgercare CARES” campaign and the back will say “give back.” Please refer to Figure 12.1 and 12.2 for Bridgercare T-shirts and Figure 12.3 for the map of Adopt-A-Highway adoptable section.



Figure 12.1: *T-Shirt Front*



Figure 12.2: *T-Shirt Back*

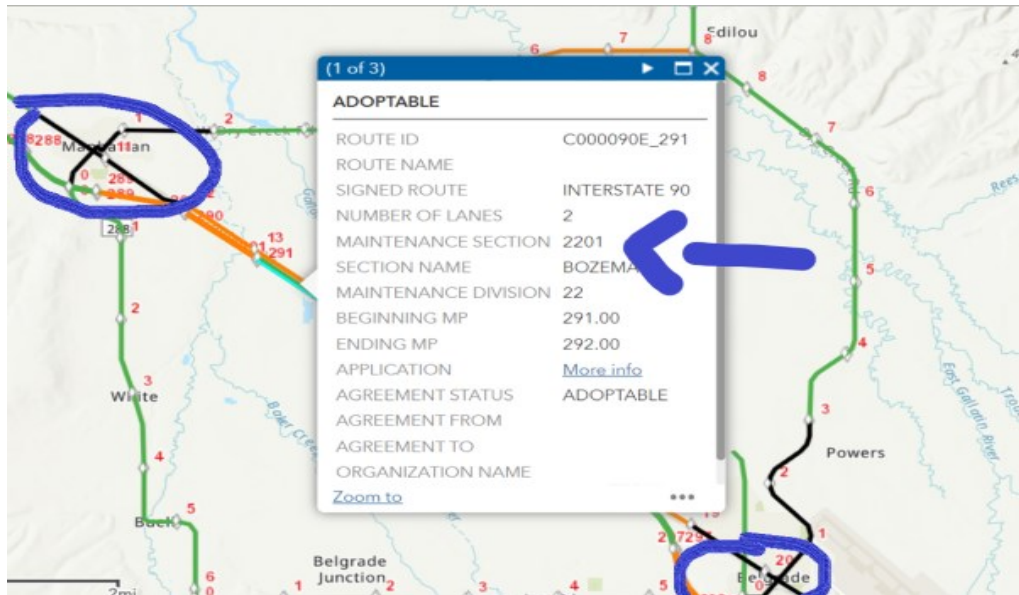


Figure 12.3: *Adopt-A-Highway Adoptable Section*

Tactic Two: Writing press releases

It would be beneficial for Bridgercare to have an individual on the staff that is primarily in charge of media relations. This individual would be responsible for writing press releases about events and/or accomplishments that Bridgercare considers compelling and “newsworthy”. A press release can be one page and explain the accomplishment or event. This can then be released to local newspapers, radio stations, or news stations in the Bozeman community for positive PR. Consumers express positive brand perception after reading customized content.

Tactic Three: White Papers

We recommend Bridgercare use white papers to communicate with the community. A white paper is a report that presents a problem and offers a solution. White papers are in-depth, persuasive, and authoritative while being brand neutral. Marketers use them to educate audiences on a particular issue. It will be beneficial to use white papers as a way for Bridgercare to educate members of the Gallatin Community. We recommend Bridgercare write white papers on “STI and STD Education,” “Birth Control Options,” and “What to Expect During Puberty”. These papers could also include educating the public on the importance of reproductive healthcare as an industry, in rural communities, and among LGBTQ individuals. This would help tackle social stigmas and political misconceptions.

Purdue Owl recommends beginning with an introduction followed by a problem. The solution will then be presented followed by an advertisement for Bridgercare, and finally the conclusion and references cited. By writing white papers, members of the community will look to Bridgercare for advice and knowledge. Individuals would be able to see that Bridgercare is here to help them and offer support. White papers will create a positive brand image of Bridgercare in the minds of potential patients. The content of the white paper can be used for Goal 4: Strategy Two: Tactic Three on Page 70.

Tactic Four: Big Sky County State Fair

Taking place in July, the fairgrounds is a great place for Bridgercare to reach individuals in rural communities. According to Gallatin Fairgrounds 2015 Annual Report, 36,219 people attended the state fair for rides, rodeos, food, and concerts. Saturday was the biggest day at 10,698 people attending. These events include 4-H market sales animals and 969 show animals that were most likely raised in rural parts of the county. This would be an ideal time to gather rural individuals' information such as emails to send them information about Bridgercare and what Bridgercare can do for them (refer to all digital marketing tactics). Be sure to use the specific name of the person in the promotion to show personalization and not to send emails too often so the recipients don't mistake Bridgercare emails for spam.

Tactic Five: Integrate peer education into local 4-H club

4-H: Head, Heart, Hands, and Health is a youth education club functioning within the nation. While health focuses more on nutrition, Bridgercare's mission best fits within the Family and Consumer Sciences program. According to the 4-H webpage, each year Montana 4-H supports 20,000 members and 4,000 volunteers. 4-H includes youth ages 5-19 from cities, towns, and rural areas. Adults 19 and older can volunteer as a 4-H leader. We recommend targeting students 14 -19 years old for peer education. Hopefully, if this education program becomes integrated into 4-H criteria, the former youths moving into adulthood will continue to volunteer for 4-H. This means they will already have knowledge on the importance of reproductive health. They can then share this knowledge with new students, as mentors. This will hopefully start a cycle between 4-H students and volunteers sharing reproductive health education through trusted friends.

Strategy Four: Social Media

Tactic One: Instagram page

We recommend Bridgercare leverage its Instagram page to target more individuals in rural community high schools. These individuals would be a part of the micro-segment “The Advocates and Interested Supporters,” previously described in *Goals and Audience*. They are sexually active and looking for ways to prevent STIs and pregnancy. By doing this Bridgercare can specifically target teens with posts highlighting the free teen clinic that is offered. To specifically reach the individuals in rural communities, Bridgercare can tag the location as Livingston, Manhattan, etc. and also reach out to influential individuals in those specific communities by following them or using direct messaging. According to Sprout Social, a media analytics site, “Instagram continues to attract a younger audience with 72% of teens saying that they use the platform. This is an impressive increase from 2015 when 52% of teens said that they used the platform.” With an increased use of Instagram by teens, Bridgercare will be able to reach more potential patients in rural communities. Please see Figure 13.1.



Figure 13.1:
Instagram Advertisement

Tactic Two: Instagram Story takeover by peer educators

With Instagram “takeovers” run by the Bridgercare peer educators, peer educators would “takeover” the Bridgercare Instagram account and do a live video of them at Bridgercare touring the facility and interview staff members. An Instagram takeover will show what Bridgercare has to offer, while also offering a personal touch and allowing other teens to relate to the peer educator. A recent article describes, “takeovers are a backdoor approach to accessing new demographics.” Not only will Bridgercare be reaching its followers, it will also be reaching the followers of the peer educator because they can promote the Instagram takeover on their own personal account. This will reach two audiences at once. Bridgercare will want to start by making a few posts or temporary stories starting a week in advance to alert followers to tune into the account takeover. The description in the post should start with the specific date and time of the takeover, with each post releasing more information such as tagging the peer educator in the picture, and what the takeover will include. When choosing a peer educator, Bridgercare will be able to set goals and guidelines for what they should include during the takeover. This can include an introductory post from the educator, what hashtags they should use, what content they should cover, what language they should and should not use, and other specific parameters. Bridgercare will also want to remember to change their password immediately after the takeover. Please refer to Figure 13.2.



Figure 13.2: *Peer Educator Takeover*

Tactic Three: Doctor Social Media Takeover

We recommend Bridgercare host a social media takeover for Q&A sessions between Bridgercare providers and the community. This will allow even young people in the most rural communities access to a professional provider to respond to their concerns in real time. Researching online can be confusing; the internet is a huge resource and all the information can be overwhelming. A person may have a simple cold but after thirty minutes of online research may be worried, they have an incurable disease. This takeover can help eliminate these problems, raise awareness of Bridgercare's brand, build trust between providers and patients, and show Bridgercare's involvement in the community.

This tactic is not just limited to Instagram. Facebook, and Twitter would all be effective candidates for this Q&A takeover. We designed an Instagram example to maintain consistency. We also recommend doing several takeover teasers a week in advance to get the message out before the takeover starts. For example, announce the takeover then a few days later post the kinds of questions someone can ask, and finally re-announce in more detail about who is taking over. This will make sure people are getting excited and make time in their day to participate. Please refer to Figure 13.3 for an example.



Figure 13.3: Doctor Q&A Takeover

Goal Three: Increase loyalty among donors, volunteers, and patients

Strategy One: Print Advertising

Tactic One: Obvious ad “Something for Everyone” campaign

We recommend Bridgercare send advertisements such as these to increase the level of interest and recognition in viewers. This word finder is designed to increase the time the viewer spends looking at with your ad and they can engage with it by finding other words. The variety of versions will catch the attention of people who have already seen the ad, hopefully sparking further attention. The word finder summarizes the key messages we suggested in our positioning and messages section. It provides a call to action at the bottom with a series of methods to execute this action.

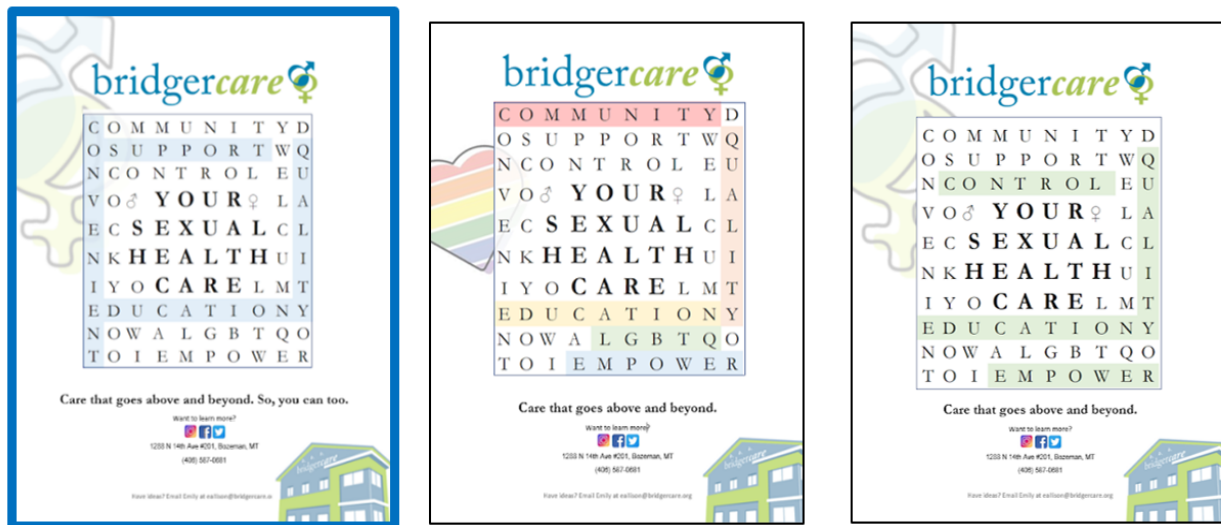


Figure 14.1: *Obvious Ads*

This printed ad series is targeted at three different audiences: donors, LGBTQ, and patients. The figure outlined in blue is targeted at donors and uses blue color theme to correspond with Bridgercare’s “donation” button on its website (refer to Figure 14.1). The other figures are discussed under the first goal. It is important to notice that the word finder puzzle is the same through the versions, each highlight is simply used to make key messages stand out to each audience. By keeping the word puzzle the same, viewers are more likely to remember the key messages and become intrigued by the format change. Hopefully this will inspire the viewer to spend more time engaging with the ad by attempting to find other words. According to Dr. Thomas Brown, consistent advertising builds brand trust, supports credibility, and inspires remembrance of brand. This advertisement series is consistent throughout its versions, with Bridgercare’s position, and with Bridgercare’s website making it easy for audiences to transfer from one marketing medium to another with minimal confusion.

Tactic Two: Brochure

This brochure is meant to be handed out at the end of an appointment. This brochure will include Bridgercare's key messages. It will define how the patient can further help Bridgercare and describe how the patient helped Bridgercare simply by attending the appointment. Writing a review, telling their story, contacting elected officials, and donating and other ways patients can help are included in the brochure. The brochure will also complement the fourth goal of education by laying out educational opportunities both within and outside of Bridgercare. It will also include Cami Armijo-Grover's contact information to assist in designing future educational programs to further benefit patients.

It is recommended that a section include who benefits from Bridgercare's services. This will encourage patients to spread Bridgercare's services to any individual. Lastly, and perhaps most importantly, thanking the patient for coming to Bridgercare and including a discount coupon from one of your supporters such as Elle's Belles (Refer to Figure 14.2). We also recommend thanking insured patients for contributing to Bridgercare instead of asking every patient to donate to Bridgercare after their appointment. A simple "Thank you for supporting Bridgercare" will go a long way and increase awareness and satisfaction just before offering them the brochure if it's their first or second time. Make a note of what patient received one that year as to not appear pushy.

Education Opportunities

- At Bridgercare:
 - Teen Clinic
 - Puberty Workshops
 - Peer Educators
 - Appointment Empowerment Plan
- In Community:
 - Public Library
 - Public Health
 - Parent Education

Find out more at:
<https://bridgercare.org/health-education/>

Contact Cami Armijo-Grover to design a presentation that fits your needs:
(406) 587-0681 ext. 113

Thank you for supporting Bridgercare

Bridgercare provides non-judgmental supportive services to help any and all patients live and maintain healthy lifestyles.

The current political climate is threatening affordable reproductive healthcare.

We don't recognize reproductive healthcare as a political issue. It is a necessary personal need.

Your support allows Bridgercare to provide reliable quality services to those who can't afford reproductive healthcare.

bridgercare
Care that goes above and beyond. So you can, too.

How you can help?

Be our patient!
65% of insurance reimbursements go back into Bridgercare's operating budget.

Write a review or tell your story.
Health Leaders quote 69.9% of patients rely on reviews

Contact your elected officials.
Political power threatening to make major changes to Title X

Donate
Donations make up 15% of Bridgercare's income.

Who Benefits from Bridgercare's services?

Women, Men, & LGBTQ:
Anyone can benefit from Bridgercare's services.

Knowledge about reproductive healthcare enables individuals to form their own decisions about their body.

This leads to **confidence** to take control of what happens to their body from teen years into adulthood.

Whether fully insured or completely uninsured, **Bridgercare has all preventative reproductive services needed to maintain a healthy community.**

Thank you for supporting Bridgercare. Your community can continue to grow, reaching happy and healthy futures.

Your contributions give members of the Bozeman community and surrounding areas stability and hope.

Here's a little token of our gratitude:

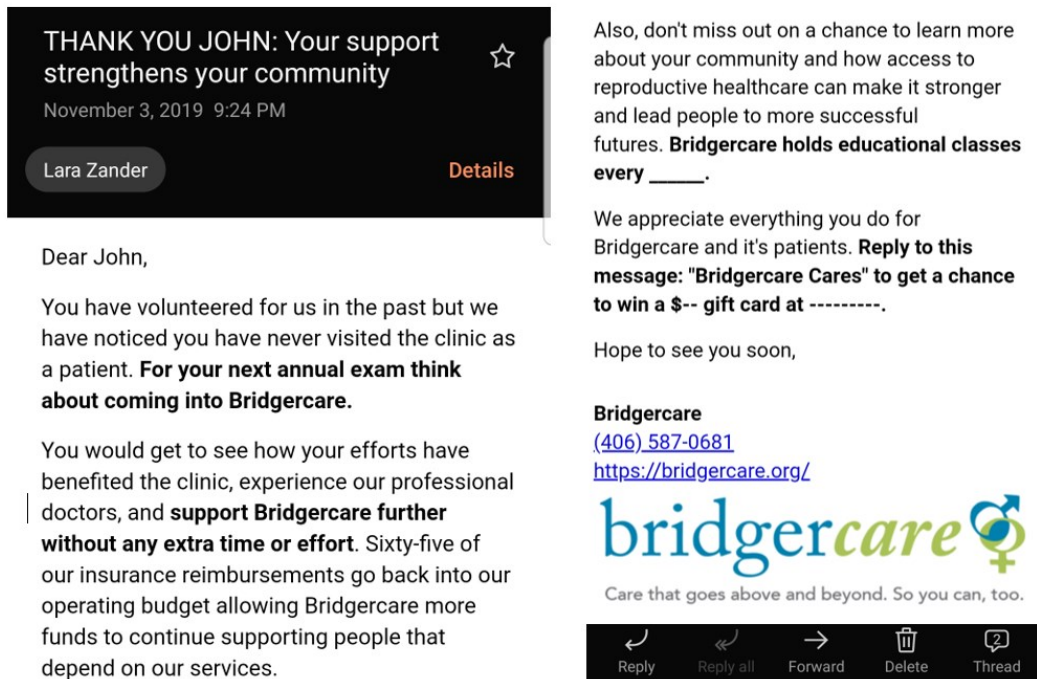
20% Off
your next purchase at
Elle's Belles

Figure 14.2: Brochure

Strategy Two: Digital Marketing

Tactic One: Email Donors

Tactic Two: Email Volunteers



To target donors simply substitute 'volunteered for' with 'donated to'.

Figure 14.3: Email

This email focuses on five main ideas. First, getting an annual exam at Bridgercare. Second, insurance reimbursements support Bridgercare without any extra effort from the contributor. Third, inform about educational classes. Lastly, incentive and opportunity to get something (Refer to Figure 14.3).

Fisher and Ury, authors of "Getting to Yes", claim that when someone gets a small concession, they are more likely to give larger ones in the future. This can be effected with the email and brochure. By patients and donors small gifts and offering them a chance to something larger, they are more likely to return or to donate a more gratuitous amount. Getting this concession from sponsors allows them to directly market to Bridgercare patients who will to benefit further from its services. It also allows Bridgercare to give back without making the donors feel like their money is going back to them in a different form.

Tactic Three: Annual Financial Report

According to the National Council of Nonprofits, financial reports can be used to highlight missions and the impacts of a nonprofit. This will also show Bridgercare's effectiveness and transparency, which may encourage donations. This report can be print or digital. If digital, a

short-animated video or digital copy of the report would both be easy and effective ways to communicate financials. This could be uploaded to Bridgercare's website for easy access. If the choice is to print, it would be effective to mail these to relevant donors. This will ensure donors know where their money is going, which will facilitate a positive and trusting relationship with Bridgercare. This could even be paired with the email described in Tactic Two.

To lay out this report it would be wise to summarize Bridgercare's services and educational programs before going into financial detail. This will set a base of perspective for any expenses. After that, a short financial brief followed by a graph summarizing expense allocation, see Figure 14.4. for an example derived from Bridgercare's 2018 990 form. This is simply a part of a small pamphlet laying out other relevant data showing Bridgercare's success. This will indicate that Bridgercare efficiently and transparently allocates funds, which will help foster donor trust and loyalty.

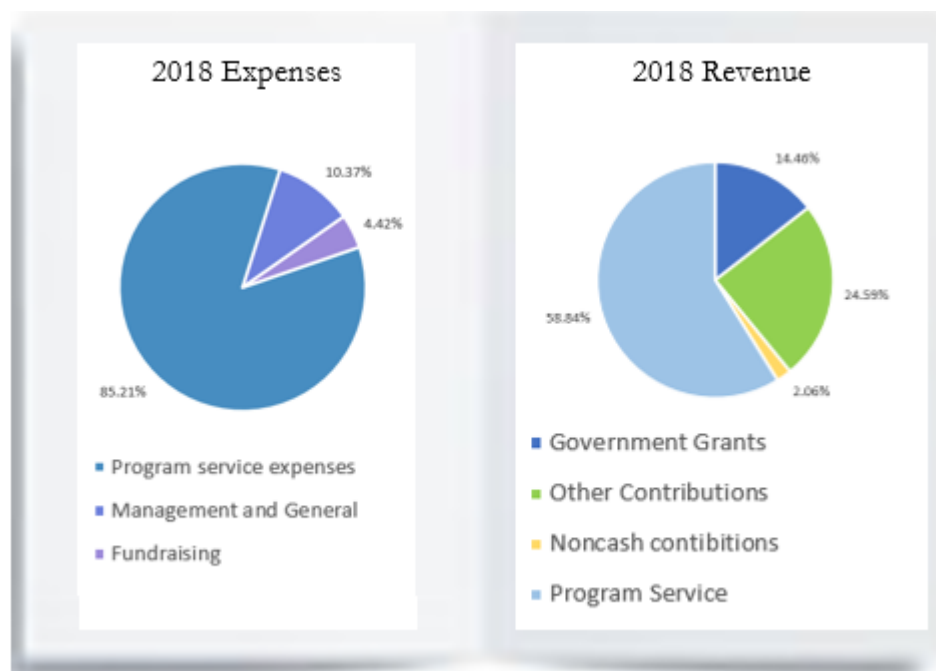


Figure 14.4: *Annual Fiscal Report*

Goal Four: Increase awareness about educational programs

Strategy One: Event Marketing

Tactic One: Participate in Downtown Bozeman and Big Sky Events

To increase awareness and reach more of the ever-growing population in the greater Bozeman area, we recommend being involved with local events such as the Bozeman Christmas Stroll, Bobcat Fest, the Big Sky Farmers Market, as a non-profit activity vendor. To increase the number of Christmas Stroll visitors stopping by the Bridgercare booth, we also recommend an interactive activity where visitors can win Bridgercare “swag” including the t-shirts as detailed in Goal 2 - Strategy 3 (Page #). As an activity we would recommend a relatively simple quiz including questions about reproductive health, puberty, relationships, etc. After their quiz question, participants would get the opportunity to spin a wheel to select their prize which could include t-shirts, gift cards to one of Bridgercare’s local partners, as well as condoms, mugs, tote bags, and other merchandise.

The booth would be stocked with flyers and brochures about Bridgercare and more specifically Bridgercare’s educational programs and resources. If participants have questions, a number of Bridgercare staff members would be there to share more about what programs may be appropriate, and additional services if relevant. Along with this tactic we recommend regularly updating Bridgercare’s online calendar with all donor events, lectures, appearances (e.g. an event Bridgercare will be attending), and promotional events (e.g. Pint Night at Nordic Brewing). This will allow patients and donors to stay involved with Bridgercare and show the community all the ways they can be involved.

Tactic Two: Free classes at the Bozeman Public Library

We recommend that Bridgercare take part and host lectures at the Bozeman Public Library. There are a number of topics that individuals from Bridgercare and partnered organizations could come speak on including: General Reproductive Health (All Genders), Female-Centered Healthcare, Male-Centered Healthcare, How to Communicate Developmentally Appropriate Education, Puberty (Teen Centered Healthcare), How to Get Involved With Community Healthcare, and How Outreach Programs Affect Community Healthcare. Educational healthcare related lectures would help increase awareness by expanding the audience of Bridgercare’s outreach. Other lectures on the topic of community outreach would expand awareness of Bridgercare’s educational programs, which would emphasize Bridgercare’s impact and the impact of donations.

Strategy Two: Print Advertising

Tactic One: Print Flyers on Community Bulletin Boards

Bridgercare’s educational tools and programs are a valuable resource. Emphasizing these tools will help to differentiate Bridgercare from other sources of reproductive healthcare and increase overall awareness. Print advertisements allow for consumers to spend more time

Included below is an example of a print advertisement that is consistent with our other recommended advertisements. The included example questions were created to resonate with target audiences. Unlike the flyers we suggested targeting MSU students, this flyer asks more ponderable questions for people in the community that have time but have never thought in depth about their sexual health (Refer to Figure 15.1). We recommend posting in front of the public library, and on all other community bulletin boards. This advertisement allows for a lot of flexibility as, for different audiences, the center blue section can be changed to highlight a different key message or idea. An alternate flyer would focus on what Bridgercare does for the community, and how people can easily help by getting involved, visiting the clinic, or donating. This would mainly emphasize a call to action for people to help out their community by emphasizing the impact of even small donations.



Another tactic to increase awareness of Bridgercare is to buy an advertisement spot in the Bozeman Daily Chronicle. This is another way to reach more audiences that care about what is going on in their community. This advertisement would highlight Bridgercare's community involvement, but direct traffic to Bridgercare's website to minimize the size (and cost) of the advertisement. We recommend running this advertisement for at least 30 days, as Pulse Research showed that 79% of Gallatin County adults have read the Daily Chronicle in print or online in the past 30 days. Another reason for running this ad frequently is because of the Recency Theory and the Three-Exposure Hypothesis. The Recency Theory tells us that consumer's attention is selective and focused, and the impact of anything will

dissipate over time. The Three-Exposure Hypothesis is essentially the idea that if someone is exposed to something three times, they will remember it.

Exposing consumers to Bridgercare's message frequently through different outlets will increase brand awareness, which is the first big barrier to getting consumers involved as donors and patients. Both of these theories focus on cutting through the clutter to increase brand recognition and recall, which is why Bridgercare will maximize the exposure of its services and education programs for a longer period of time over multiple outlets. Open rates are \$20.95 per column inch for Tuesday through Saturdays and \$21.93 per column inch on Sundays. Those prices can be discounted between 10% and 40% depending on the number of ads run within the same week, and rates can also be lowered with a contract starting at \$2,400. The average circulation as recorded by CAC Publishing in 2015 was around 14,000 people.

We also recommend running this same advertisement on the Bozeman Daily Chronicle website, which averages 8,219 unique visitors a day, and 45,980-page views a day as reported by Google Analytics. Google Ad Planner shows that 64% of those visitors have a household income above \$50,000 and even age distribution between 25 and 64. Including this advertisement online would help to reach the majority of people who regularly read the Bozeman Daily Chronicle.

The image shows a newspaper advertisement for Bridgercare. At the top, the Bridgercare logo is displayed in blue and green, with a stylized female symbol. Below the logo, the tagline reads "Care that goes above and beyond. So you can, too." The main headline asks "Want to get involved with your community?" and states, "We help keep our community healthy by providing affordable reproductive health services and education." It then says "Your involvement makes it possible." and provides contact information: "Find out more: https://bridgercare.org/, Call (406) 587-0681 or Visit 1288 N 14th Ave, Bozeman MT". The advertisement is set against a background of faint, overlapping text from the newspaper, including phrases like "Experts have predicted the new of 5% to 14.2% in the economic", "first half", "year will", "increase", "in more", "areas now.", "will be", "growth", "in 14.2%", "month.", "commend", "increasing", "maximum", "concentr", "Experts", "inexpen", "so on a", "concent", "new pr", "investm", "shows l", "the ne", "econom", "first hal", "before n", "From n", "gradual", "increase", "more commercial a".

Experts have predicted the new of 5% to 14.2% in the economic first half year will increase in more areas now. will be growth in 14.2% month. commend increasing maximum concentr Experts in expen so on a concentr new pr investm shows l the ne econom first hal before n From n gradual increase more commercial a

Figure 15.2

Tactic Three: Suggest a story or article be published

This tactic is meant to be paired with "Tactic Two: Newspaper Advertisement". Along with your posted ad, we recommend writing an uplifting educational paper or a story about an individual affected by Bridgercare or the industry and how those services gave them the opportunity to live a more fulfilled life (see 'White Papers' on page 58).

"Either write something worth reading or do something worth writing about."
-Benjamin Franklin

This will solidify the importance of reproductive education and how it affects the community, while associating Bridgercare's brand with those positive feelings. Ensuring these papers are well written with up to date and relevant sources will also create a sense of trust within the market that Bridgercare knows what it's doing and how to handle

reproductive services. It may also spark a desire in the reader to learn more about the subject and either seek out Bridgercare's website or educational classes in the community. This is not meant to be a story focused on advertising, but to inspire community members and to see Bridgercare's name connected to that positive story.

When suggesting a story to news editors, we do not suggest telling them what audiences it will help them reach or what it will do for their paper. This may offend the writer or media company which could create unwanted negative attention or restrict advertising in the future. We do suggest the article be published and make sure it is of good quality. Along with that may be the opportunity to purchase an advertisement next to the article.

We highly recommend using the strategies and tactics detailed above for Bridgercare to most effectively reach its marketing communications goals. Our research shows that these tactics will be highly effective at reaching the target audiences that were identified previously in this plan. In the next section, we will provide and explain specific metrics to measure the effectiveness of these strategies and tactics, as well as a timeline for implementing these recommendations. We will also provide detailed budgets reflecting a few options for the costs of these specific strategies and timeframe being implemented.

Measurements & Evaluation

It is important to measure the effectiveness of the strategies and tactics in support of the marketing communications goals compared to its expectations. These measurements will determine which tactics will be the most successful in achieving Bridgercare's marketing communications goals.

In order to properly evaluate the effectiveness of our suggested tactics, a benchmark measurement must be taken before any changes are made. A benchmark is a starting point measurement before implementing tactics. All the suggested metrics besides calculated measurements will assume benchmarks have been taken to allow for sufficient comparison and analysis. Determining the effectiveness of individual tactics is important to discover what tactics are most effective so Bridgercare can evolve marketing processes accordingly.

This final section will include recommended metrics, which will be organized by the recommended marcom goals, a schedule for tactic implementation, and a series of suggested budgets.

*“Master the topic, the message, and the delivery”
-Steve Jobs*

Individual Tactic Measurements:

Headers on the left will outline each metric and the descriptions below provide further detail and direction for suggested measurements. Under each metric, the appropriate measurable tactics are listed.

Metric: Online Brand Awareness Survey

To ensure the suggested advertising efforts are reaching the appropriate audiences and communicating Bridgercare's messages effectively, we suggest a brand awareness survey. Online survey software, such as Survey Monkey, offer a cost-effective way to gather feedback on consumer brand awareness. This can test markets such as college students, rural community members, and LGBTQ members. We recommend distributing the survey before launching new marketing tactics, and again about three months after implementation to ensure audiences have had significant exposure time. Surveys can continue to be distributed periodically as new tactics are used. Studies show that recall and recognition of brands come from repeated exposure to similar messages.

We suggest connecting the survey to sophomore or second semester freshman college students to ensure they have had significant exposure to advertising tactics. To reach the LGBTQ community, we suggest distributing the survey through campus allies like the VOICE center and the Queer Straight Alliance. In rural communities, we suggest hosting or sponsoring an event that involves recording community member email addresses to distribute the survey. An example of that would be a raffle or game during the fair festival when cattle and livestock shows are taking place.

We suggest two types of surveys: one that does not aid the respondent to recall Bridgercare, and one that partially aids the respondent to recall Bridgercare. Unaided surveys have a layout and tailored questions that do not use Bridgercare's name or logo, which may introduce bias or otherwise skew results since measuring if consumers can name Bridgercare on their own. Examples of these questions are given below.

Three examples of unaided recall questions are given below:

1. How familiar are you with reproductive healthcare?
2. What are the organizations that come to mind when you think of reproductive healthcare?
3. What are the characteristics that make those organizations stand out?

Partially aided recall questions give the respondent some exposure to Bridgercare, so they have Bridgercare's brand specifically in mind when answering the question. We recommend using proven questions in this survey. Proven questions have been tested by a significant number of surveys to prove their effectiveness as an effective method of measuring intangible ideas like brand awareness.

Three examples of proven Brand Awareness measurements with partially aided are:

1. I am aware of Bridgercare
2. I have difficulty imagining Bridgercare in my mind
3. Some characteristics of Bridgercare come quickly to mind

When using proven measures, we suggest using the Likert Scale as response options. This is a scale on a continuum from 1- Strongly Disagree to 7-Strongly Agree and allows for deeper statistical analysis such as linear regression testing (testing a predictable effect one variable has on another) if needed. Some questions that are not proven, but we have found will be beneficial, are questions testing the overall services of Bridgercare. These will gauge how well messages are being received among potential patients. It is important for Bridgercare to understand what its target market knows about its services. We recommend questions like:

1. What services does Bridgercare provide?
 - a. Trail Maintenance
 - b. Reproductive Healthcare
 - c. Eye care
 - d. Fitness services
 - e. Family Healthcare

We recommend surveying target audiences before tactics are implemented and after the target audience has had at least three months of exposure to the advertisements. This will allow for control or benchmark for measurements to be compared to the effects of advertising tactics. Refer to Appendix on page 89 to view an example Brand Awareness survey.

Brand awareness surveys can measure the effectiveness of the following tactics combinations:

1. Goal One: Potential customer advertising tactics
2. Goal Two: Rural advertising tactics
3. Goal Four: Education awareness tactics

Metric: Online Brand Loyalty Survey

Goal three is a little bit different than the other goals since it focuses on patients, volunteers, and donors that are already aware of and customers of Bridgercare. For these tactics we recommend a different type of surveying that measures brand loyalty instead of brand awareness. Unlike brand awareness, measures of brand loyalty determine how elastic the demand is for Bridgercare's services. We hope to see that they are inelastic, meaning in good or bad economic times, patients and donors will stay loyal to Bridgercare. Brand loyalty can be determined by the questions included below.

Three examples of proven brand trust measurements are:

1. I can count on Bridgercare to provide good service
2. Bridgercare puts its customers' interests first
3. I can count on Bridgercare

Three examples of proven brand loyalty questions are:

1. Bridgercare would be my first choice for reproductive healthcare
2. I would recommend Bridgercare to others
3. I consider myself to be loyal to Bridgercare

We suggest the response method for recipients be placed on a “Likert Scale”. This is a scale that rates from 1-7, 1- Strongly Disagree to 7-Strongly Agree. This allows for deeper analysis if needed. Refer to Appendix on page 90 to view example Brand Loyalty survey.

Brand loyalty and trust surveys can measure the effectiveness of the following tactics combinations:

1. Goal Four: Increase loyalty among donors, volunteers, and patients.

Metric: Customer Count

Bridgercare already uses this metric so this metric shouldn't deviate too far from the metric currently being used. There are three key factors that are important to keep in mind in order to separate individual goals and tactics which are gender, insurance level, and method of marketing that influenced the customer. The four different ways Bridgercare can calculate its customer counts are described with a list of the appropriate tactics below:

Attendance of Lectures and Classes:

Measuring attendance at lectures at the Bozeman Public Library and other classes will help measure the effectiveness of tactics in goal four. This will show the relative success of advertisements emphasizing Bridgercare's educational lectures and resources by not only measuring awareness, but the number of people who take action. It is important with this metric to ask each attendee how they heard about the class so Bridgercare can keep track of which tactics in specific are working.

Attendance can measure the effectiveness of the following tactics:

1. Bozeman Daily Chronicle ads
2. Flyers

New Customer Intake:

We recommend that Bridgercare compare the number of average monthly visitors before and after implementing tactics in this IMC plan to track changes in patient numbers. It will be important to keep track of gender and insurance coverage, as well

as asking them how they heard about Bridgercare in their intake forms so the most successful tactics can be identified.

New customer count can measure the effectiveness of the following Tactics:

1. Website revision: Male Depictions

Returning Customer Count:

Bridgercare can evaluate the number of returning patients and how recently they return given their personal needs. Both patients with high needs that return frequently and patients with low needs that return periodically can both be considered loyal customers. If this number increases, it is appropriate to assume Bridgercare is fulfilling its mission and its target positioning in the minds of the consumer.

Returning customer count can measure the effectiveness of the following tactics:

1. Emails
2. Brochures
3. Obvious Ads

Fully insured customer count:

By recording the amount of fully insured customers and calculating the differences in the average fully insured patient it can be determined whether or not the messaging tactics are effective.

Fully insured customer count measures the effectiveness of the following tactics:

1. Emails
2. Brochures
3. Obvious Ads
4. Goal Four

Bridgercare should hope to see all these numbers increase. All counts should be taken before implementation of strategies and tactics and then at least three months after to give allow for audience exposure to marketing tactics. Taking another count three months after should begin to show a trend and allow Bridgercare to see if certain tactics are reaching maximum effectiveness, still being received by audiences, or not being received effectively over time.

Metric: Difference in Insurance Reimbursements:

Determining the effectiveness of marketing communications as it relates to fully insured patients and donors is something Bridgercare already measures. Measuring number of fully insured patients using Bridgercare's services will show effect of advertising based on the

number of people it affects. Measuring the amount of insurance reimbursements received compared to the amount received before specific tactics will show results as dollar amounts.

Both methods will measure the same thing. Feel free to use either or both measurements. The same conclusion should be reached either way. Hopefully with the given advertisement recommendations Bridgercare will see these numbers increase significantly.

Difference in insurance reimbursements can measure the effectiveness of the following Tactics:

1. Email
2. Brochure
3. Obvious Ads

Metric: Return on ad spend (ROAS)

Return on ad spend (ROAS) measures the revenue generated from a specific marketing campaign. ROAS is calculated by taking the total revenue generated and dividing it by the total campaign cost. This is one of the easiest ways to tell if a marketing campaign is generating revenue, and if that tactic is worth continuing. A higher ROAS is more desirable because it shows the revenue generated from each marketing dollar spent. By using ROAS, Bridgercare will be able to effectively measure if a marketing campaign is successful by how much revenue is being generated.

$$ROAS = \text{Total Revenue Generated} / \text{Total Campaign Cost}$$

Example: If Bridgercare were to spend \$500 on a marketing campaign and generated \$1,000 from that campaign the ROAS would be 2:1. This means that for every dollar spent marketing, two dollars were generated in revenue. This would be considered a successful campaign.

ROAS can measure the following Tactics:

1. Print Advertising
 - a. Newspaper advertisements: *The Exponent & Bozeman Daily Chronicle*
 - b. Streamline Bus Ads
 - c. Print Flyers on Community Bulletin Boards
 - d. Brochures
 - e. Obvious Ads
 - f. Condom informational cases
2. Event Advertising:
 - a. 4-H
 - b. Big Sky County Fair

Metric: Instagram Insights

By using the insights feature on Instagram, Bridgercare will benefit from simple activity tracking on its account. The insights feature is available on Instagram profiles designated as businesses and provides analytics on its audience, account activity, and growth. Please refer to *Figures 1-3* located in the appendix. These insights can be found in the settings on the bottom right hand corner of your account. The audience tab will be extremely beneficial in determining if Bridgercare is reaching more individuals in rural communities. Charts are provided with audience breakdowns of location, gender, and age. We believe Bridgercare will gain the most benefit from using the Instagram insights feature by tracking levels of activity on its Instagram page.

Refer to Appendix on page 88 to see a visualization of what to expect.

Instagram insights can measure the effectiveness of the following Tactics:

1. Social media giveaways
2. Social Media Peer Takeover
3. Social Media Doctor Q&A Takeover

Metric: Click Through Rate

Click through rate (CTR) measures the percent of people who visit a web page that have been exposed to a specific advertisement hyperlink. In other words, CTR is the number of people who act on the advertisement divided by the number of impressions the target audience has to the advertisement. Normally, click through rate is calculated through website ads, but Bridgercare can use this measurement for the emails it sends to volunteers and donors.

How to calculate click through rate:

$$CTR = \text{Total Clicks} / \text{Total Impressions}$$

For example:

350 Links are clicked and redirects recipient to Bridgercare's landing page.

Bridgercare sent 1,000 emails but 5 are sent to inactive accounts.

$$350 / (1,000 - 5) = .3517$$

$$CTR = 35.17\%$$

Wordstream, an online advertising advisory, explains a good click through rate depends on the given advertisement, but generally a higher CTR is more desirable. A higher CTR indicates a high volume of people exposed to a given advertisement that take action, which suggests overall an effective advertisement.

Click through rate can measure the effectiveness of the following Tactics:

1. Email

Metric: **Cost per Acquisition**

Cost per acquisition (CPA) measures the costs required to acquire one patient or donor. CPA is an indicator of success that can be used to directly measure revenue impact of specific marketing campaigns.

$$CPA = \text{Total Cost of Campaign} / \text{Total Number of Leads}$$

For Example:

Total Cost of marketing towards male audience equals \$1,400

Bridgercare gains 75 new male patients

$$1,400 / 75 = 18.67$$

Each new male patient cost \$18.67 to acquire

There is no specific benchmark for CPA but a low cost is preferable. There are a vast number of factors that can influence the outcome such as the risk of achieving goals, budget allocation, advertising medium, and even how “acquisition” is defined. A lower CPA means that it costs less to acquire one customer, which is desirable.

Cost per Acquisition can measure the effectiveness of the following tactic combinations:

1. Male Campaign
 - a. Informational condom cases
 - b. Condom dispensers
 - c. Hockey rink Ads
 - d. Stickers
 - e. Gym Advertisements
2. Goal Two
 - a. Billboards
 - b. Newspaper ads
 - c. Streamline
 - d. PR
 - e. White Papers
3. Goal Four
 - a. Brochure
 - b. Emails

Budget

We have created three different budgetary options for Bridgercare. These budgets include **Gold**, **Silver**, and **Bronze**. The **Gold** is the recommended budget, because it will ensure the highest impact and number of opportunities for exposure to Bridgercare's target audiences. It also includes superior advertisements using the highest quality materials and most effective timing, which will reflect Bridgercare's quality as a reproductive health clinic. These budgets were produced with an implementation schedule of our recommended strategies and tactics starting in January 2020 (schedule included on page 80). These budgets were created based on the execution of all recommended strategies and tactics from the previous section of this plan. Included on pages 83 through 85 of the appendix is a detailed chart of the dollar amount required for each tactic.

Gold

The **Gold** budget will generate the highest level of revenue compared to the **Silver** and **Bronze** budgets, without wasting Bridgercare's resources. The budget is broken down by five different strategies: interactive, online, event, print and outdoor advertising, which can be seen in Figure 16.1. The **Gold** budget is built for an implementation schedule starting in 2020.

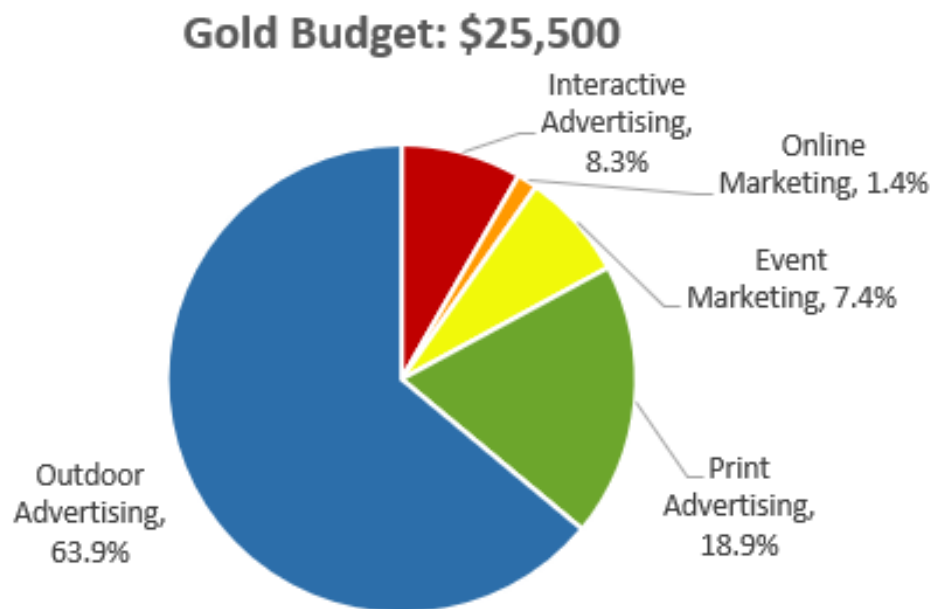


Figure 16.1: *Gold Budget*

Silver

The **Silver** budget is similar to the **Gold** budget but allocates less time and funding to each strategy. Each tactic is still implemented in this budget, but less time is assigned to each marketing strategy, and there is a lower volume of print and outdoor advertisements each month. Although this budget is similar to the **Gold** budget, we do not believe it will result in the same level of generated revenue or return on investment because the exposure of important messages is more diluted. For the breakdown of strategy funding please refer to Figure 16.2 below.

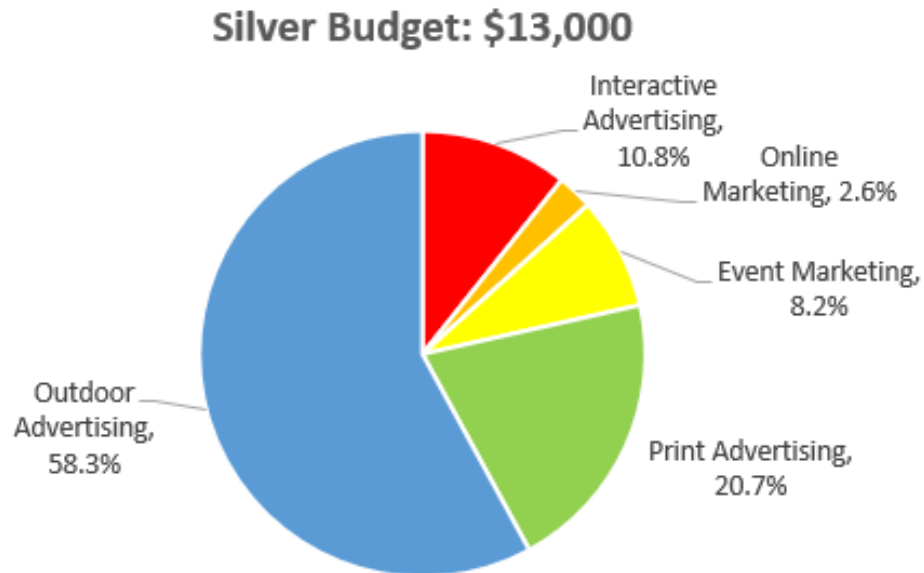
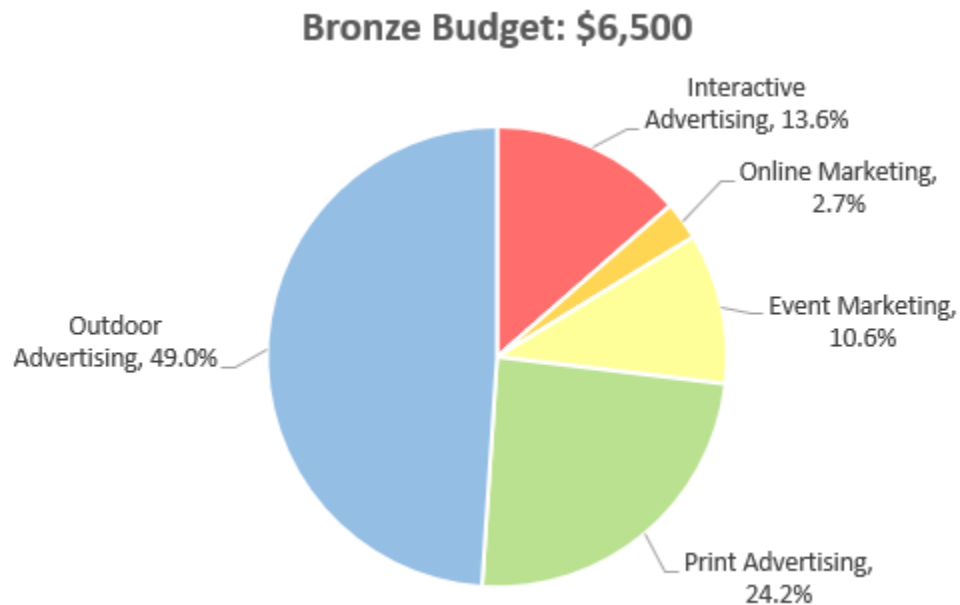


Figure 16.2: *Silver Budget*

Bronze

The third budget is the **Bronze** budget. It is the lowest costing budget and is significantly reduced from **Gold** and **Silver** budgets. While it will still generate revenue, it will not have the highest impact on overall awareness of Bridgercare. We do not recommend the **Bronze** budget because our research shows this level of input will have the lowest impact and will have a much lower chance of reaching Bridgercare's marketing goals. For the breakdown of strategy funding please refer to Figure 16.3.



We recommend implementing the **Gold** budget. The **Gold** budget will generate a significantly higher revenue than the **Silver** and **Bronze** budgets. While the **Silver** and **Bronze** budgets have lower costs, the revenue generated by the **Gold** budget will counter its higher costs. The **Gold** budget will generate the largest income and will most effectively meet Bridgercare's marketing goals.

With these metrics, each strategy and tactic effectively measured throughout the timeline included below. From these recommendations, we designed these three budgets that represent three different levels of input from Bridgercare, the most effective of which being the **Gold** budget. Our research has shown that implementing these tactics and related metrics will allow Bridgercare to successfully measure its progression towards reaching each of its marketing communications goals.

Timeline

We have created an execution timeline to provide a visual aid and schedule for when each tactic should be implemented. This timeline includes color coded legend with each marketing strategy, and each tactic is listed in the rows. The columns are broken up by month. We recommend Bridgcare begin implementing this integrated marketing communications plan in January 2020. Some tactics such as condom dispensers are shown as being implemented all year long and other tactics such as event marketing only occur a few months out of the year. This timeline will help Bridgcare to stay organized and implement each strategy and tactic effectively.

Key:	
	PR and Community Relations
	Event Marketing
	Digital Advertising
	Interactive Advertising
	Sponsorship
	Print Advertisement
	Outdoor Advertising
	Social Media

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Goal One												
Drink/Trivia Night												
Host Event with Local Bar/Restaurant												
Website Images												
Condom Dispensers												
Condom Cases												
Holiday Condom Cases												
Student Survival Kit												
Condom Stickers												
Drag Shows												
Big Sky Pride												
The Exponent												
MSU Bulletin Boards												
Gym Ads												
Haynes Pavilion Hockey Rink												
Goal Two												
I-90 Billboard												
Poster Board Livingston												
Local Newspaper Ads												
Streamline Bus Ads												
Volunteering in Rural Community												
Big Sky County Fair												
4-H Club												
Write Press Releases												
White Papers												
Instagram Page												
Social Media Giveaways												
Instagram Peer Educator Takeover												
Social Media Doctor Takeover												
Goal Three												
Obvious Ads												
Brochure												
Email Donors												
Email Volunteers												
Annual Finance Report												
Goal Four												
Participate in Downtown Bozeman/Big Sky Events												
Free Classes at Bozeman Public Library												
Community Bulletin Board Flyers												
Bozeman Daily Chronical												
Suggested Story												

Conclusion

Bridgercare has outgrown its original singular purpose to prevent the financial burden that unexpected pregnancy can bring. Now, Bridgercare offers peace of mind to people through sexual health services and education. The community is strengthened by these services that enable people to gain control over their future, empowering them to live happier and more stable lives.

We thoroughly detailed and analyzed information about the strengths, weaknesses, opportunities, and threats of Bridgercare and the industry of reproductive healthcare. This information was used to identify four target audiences using an eight-step segmentation process, *United in Health*, *The Advocate*, *The Interested Supporter*, & *The Futurist*. By selecting these four groups we can be sure Bridgercare's recommended messages will reach audiences whose personal values align with its mission. Messages we designed to align with Bridgercare's target audience include *affordability*, *atmosphere*, *education*, *accessibility*, and *expertise*.

With these messages, we developed marketing strategies and tactics that will resonate with Bridgercare's target audiences. These tactics include humorous condom stickers, informational condom packaging and other deliberate distribution methods, emails, and handwritten letters. Implementing our recommended tactics will increase brand awareness and help facilitate strong brand loyalty among Bridgercare's patients and donors. Metrics were recommended and described in detail to allow Bridgercare to further develop and tailor each strategy to maximum effectiveness. From these tactics, three budgets and a suggested timeline were designed to simplify implementation procedures.

Our goal was to provide Bridgercare with all the necessary tools to develop top of the line communication methods with its ideal customer base. We carefully developed each process and revised each step to make sure everything was practical and appropriate. Through each step, we were mindful of Bridgercare's mission and values, which enabled us to align every suggestion with Bridgercare. By implementing these suggestions, Bridgercare will be able to maximize its success, and progress towards meeting its marketing goals.

“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.” -Maya Angelou

Appendix

Budget Financial Breakdowns:

Gold Budget

Outdoor Advertising

Billboard	\$15,000.00	
Poster Board	\$1,615.00	
	Sum of Outdoor Advertising:	\$16,615.00

Print Advertising

The Exponent	\$400.00	
MSU Bulletin Boards	\$91.00	
Gym Ads	\$91.00	
Hockey Rink	\$66.89	
The Livingston Enterprise	\$792.00	
Streamline Bus	\$29.99	
Obvious Ad	\$650.00	
Community Bulletin Boards	\$149.99	
Condom Cases	\$64.95	
Holiday Condom Cases	\$135.99	
Bozeman Daily Chronicle	\$2,185.56	
Brochure (250)	\$250.13	
	Sum of Print Advertising:	\$4,907.50

Event Marketing

Adopt-A-Highway Program	\$0.00	
Volunteer T-shirts (HWY) 2.5.	\$122.50	
Sponsorship	\$1,200.00	
Public Library Lectures	\$0.00	
Community Events	\$600.00	
	Sum of Event Marketing:	\$1,922.50

Online Marketing

Press Releases (\$10/hr)	\$120.00	
White Papers (\$10/hr)	\$120.00	
Website Remodel		
Instagram Page (\$10/hr)	\$120.00	
Email	\$0.00	
	Sum of Online Marketing:	\$360.00

Interactive Advertising

Condom Dispenser	\$620.00	
Giveaway "Swag"	\$500.00	
Stickers	\$397.00	
T-Shirts	\$693.00	
	Sum of Interactive Advertising:	\$2,210.00

Total	Total Gross Budget:	\$26,015.00
-------	---------------------	-------------

Silver Budget

Outdoor Advertising

Billboard	\$7,000.00
Poster Board	\$969.00
Sum of Outdoor Advertising:	<u>\$7,969.00</u>

Print Advertising

The Exponent	\$300.00
MSU Bulletin Boards	\$69.23
Gym Ads	\$69.23
Hockey Rink	\$49.00
The Livingston Enterprise	\$396.00
Streamline Bus	\$29.99
Obvious Ad	\$554.00
Community Bulletin Boards	
Condom Cases	\$51.12
Holiday Condom Cases	
Bozeman Daily Chronicle	\$1,092.78
Brochure (250)	\$221.38
Sum of Print Advertising:	<u>\$2,832.73</u>

Event Marketing

Adopt-A-Highway Program	\$0.00
Volunteer T-shirts (HWY)	\$122.50
Sponsorship	\$500.00
Public Library Lectures	\$0.00
Community Events	\$500.00
Sum of Event Marketing:	<u>\$1,122.50</u>

Online Marketing

Press Releases (\$10/hr)	\$90.00
White Papers (\$10/hr)	\$90.00
Website Remodel	
Instagram Page (\$10/hr)	\$90.00
Email	\$0.00
Sum of Online Marketing:	<u>\$270.00</u>

Interactive Advertising

Condom Dispenser	\$560.00
Giveaway "Swag"	\$250.00
Stickers	\$300.00
T-Shirts	\$362.25
Sum of Interactive Advertising:	<u>\$1,472.25</u>

Total	Total Gross Budget:	\$13,666.48
-------	---------------------	-------------

Bronze Budget

Outdoor Advertising

Billboard	\$3,000.00	
Poster Board	\$323.00	
	Sum of Outdoor Advertising:	\$3,323.00

Print Advertising

The Exponent	\$240.00	
MSU Bulletin Boards	\$43.33	
Gym Ads	\$43.33	
Hockey Rink	\$25.17	
The Livingston Enterprise	\$198.00	
Streamline Bus	\$29.99	
Obvious Ad	\$290.00	
Community Bulletin Boards		
Condom Cases	\$34.95	
Holiday Condom Cases		
Bozeman Daily Chronicle	\$526.32	
Brochure (250)	\$209.08	
	Sum of Print Advertising:	\$1,640.17

Event Marketing

Adopt-A-Highway Program	\$0.00	
Volunteer T-shirts (HWY)	\$122.50	
Sponsorship	\$200.00	
Public Library Lectures	\$0.00	
Community Events	\$400.00	
	Sum of Event Marketing:	\$722.50

Online Marketing

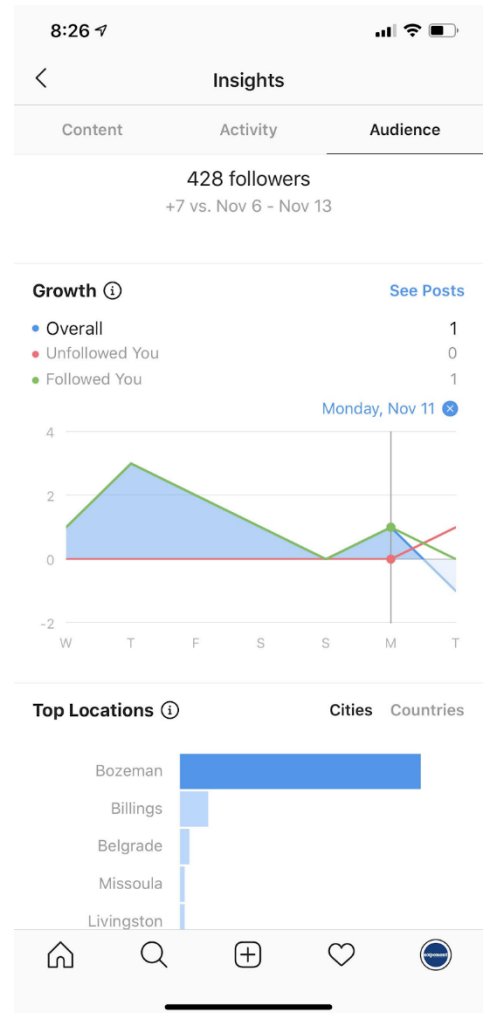
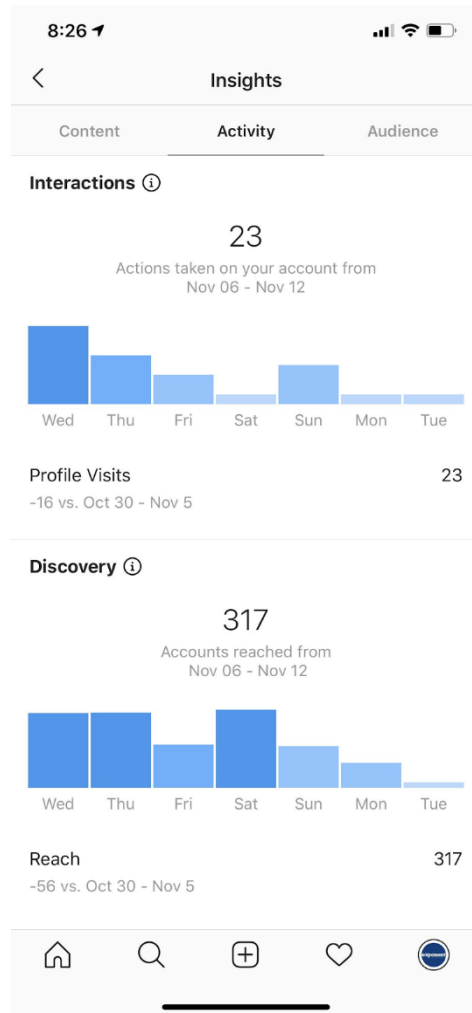
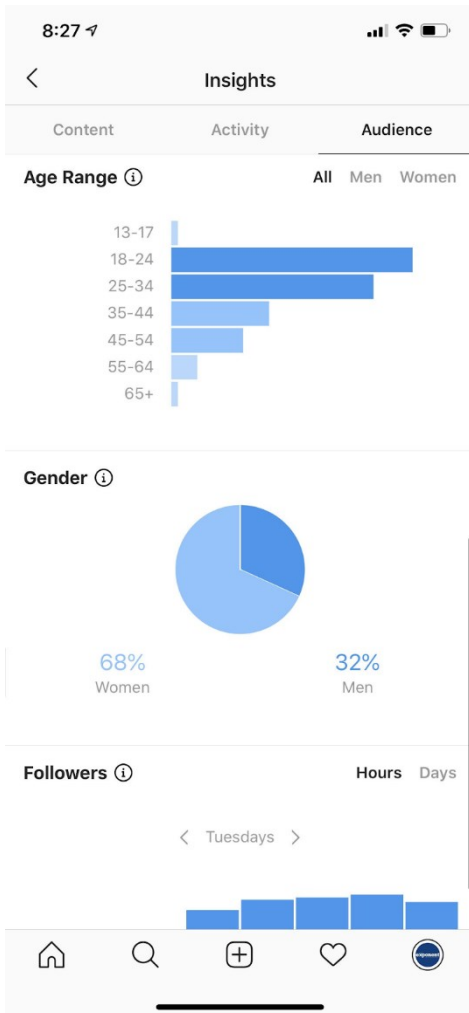
Press Releases (\$10/hr)	\$60.00	
White Papers (\$10/hr)	\$60.00	
Website Remodel		
Instagram Page (\$10/hr)	\$60.00	
Email	\$0.00	
	Sum of Online Marketing:	\$180.00

Interactive Advertising

Condom Dispenser	\$384.00	
Giveaway "Swag"	\$150.00	
Stickers	\$192.00	
T-Shirts	\$194.40	
	Sum of Interactive Advertising:	\$920.40

Total	Total Gross Budget:	\$6,786.07
-------	---------------------	------------

Instagram Analytics:



Surveys

Bridgercare Partial Recall Brand Awareness Survey

On a scale of 1-5 how familiar are you with Bridgercare?

- ☐ 1 (not familiar)
- ☐ 2 (somewhat familiar)
- ☐ 3 (moderately familiar)
- ☐ 4 (very familiar)
- ☐ 5 (extremely familiar)

What services do you think Bridgercare offers?

- ☐ Trail Maintenance
- ☐ Reproductive Healthcare
- ☐ Eye care
- ☐ Fitness services
- ☐ Family Healthcare

How did you hear about Bridgercare?

- ☐ Word-of-mouth
- ☐ Social Media
- ☐ Print Advertisement
- ☐ Email
- ☐ Community Volunteer Event
- ☐ Other: _____

Some characteristics of Bridgercare come quickly to mind ?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Slightly Agree
- ☐ Neither Agree nor Disagree
- ☐ Slightly Disagree
- ☐ Disagree
- ☐ Strongly Disagree

What are some of those characteristics?

_____ -

Bridgercare Brand Loyalty Survey

How often do you visit Bridgercare?

- ☐ Often
- ☐ Regularly
- ☐ Rarely
- ☐ Never

In what way do you interact with Bridgercare? Click all that apply

- ☐ Volunteer
- ☐ Patient
- ☐ Donor
- ☐ Other

I can count on Bridgercare to provide good service

- ☐ Strongly Agree
- ☐ Agree
- ☐ Slightly Agree
- ☐ Neither Agree nor Disagree
- ☐ Slightly Disagree
- ☐ Disagree
- ☐ Strongly Disagree

Bridgercare puts its customers' interests first

- ☐ Strongly Agree
- ☐ Agree
- ☐ Slightly Agree
- ☐ Neither Agree nor Disagree
- ☐ Slightly Disagree
- ☐ Disagree
- ☐ Strongly Disagree

I can count on Bridgercare

- ☐ Strongly Agree
- ☐ Agree
- ☐ Slightly Agree
- ☐ Neither Agree nor Disagree
- ☐ Slightly Disagree
- ☐ Disagree
- ☐ Strongly Disagree

Demographic Questions (for both surveys):

What gender do you identify as?

- ☐ Male
- ☐ Female
- ☐ Prefer not to say
- ☐ Self-Identify

What is your age? _____

- ☐ 11-15
- ☐ 16-19
- ☐ 20-30
- ☐ 31-40
- ☐ 41+

What is your income?

- ☐ \$25,000 or less per year
- ☐ \$26,000 - 50,000
- ☐ \$51,000-100,000
- ☐ \$100,000+

What kind of insurance do you have?

- ☐ Privately Insured
- ☐ Medicare
- ☐ Not insured

Other: _____

Resources

Situation Analysis

- Affairs, O. of P. (2016, August 3). Legislative Mandates. Retrieved from <https://www.hhs.gov/opa/title-x-family-planning/about-title-x-grants/legislative-mandates/index.html>
- Affairs, O. of P. (2019, August 9). Compliance with Statutory Program Integrity Requirements. Retrieved from <https://www.hhs.gov/opa/title-x-family-planning/about-title-x-grants/statutes-and-regulations/compliance-with-statutory-program-integrity-requirements/index.html>
- Bangs, Molly. (2017, Jan 19). Reproductive HEalth Care: A Favorite Target in America. The Century Foundation. Retrieved from: <https://tcf.org/content/report/reproductive-health-care-favorite-target-america/?session=1>
- BBC. (2009, August 3). Contraception. Retrieved from https://www.bbc.co.uk/religion/religions/christianity/christianethics/contraception_1.shtml
- Berchick, E., Hood, E., & Barnett, J. (2019, April 16). Health Insurance Coverage in the United States: 2017. Retrieved from <https://www.census.gov/library/publications/2018/demo/p60-264.html>
- Bozeman Population. (2019-06-05). Retrieved 2019-09-22, from <http://worldpopulationreview.com/us-cities/bozeman/>
- Cohen, Cohen, J. (2019, May 15) Trump Administration Thwarted in Attempts to Remake Policy On Reproductive Health. Forbes. Retrieved from: <https://www.forbes.com/sites/joshuacohen/2019/05/15/trump-administration-thwarted-in-attempts-to-remake-policy-on-reproductive-health/#1e8263ea762029>
- Deloitte. (2019). 2019 Global Health Care Outlook. Retrieved from <https://www2.deloitte.com/global/en/pages/life-sciences-and-healthcare/articles/global-health-care-sector-outlook.html>
- Fritz, Joanne.(2019) Why Grants Are Not the Answer to Your Nonprofit Financial Problems. The Balance. Retrieved from: <https://www.thebalancesmb.com/foundation-grants-for-nonprofits-2501773>
- Give Big Gallatin Valley. (2019). <https://www.givebiggv.org/>
- Goe, Christina Lechner. (2018). 2018 Report on Health Coverage and Montana's Uninsured. Montana Health Foundation. Retrieved from:https://mthcf.org/wp-content/uploads/2018/06/Uninsured-Report_FINAL-Design_5.17.18.pdf
- Guttmacher Institute (2019). Publicly Supported Family Planning Services in the United States. Retrieved from: <https://www.guttmacher.org/fact-sheet/publicly-supported-FP-services-US>
- Mona, M. (2018, April). Requirements for Sound Primary Healthcare. Retrieved from <http://nursingexercise.com/primary-health-care-requirements/>
- Morreale, Joseph C. (2011) The Impact of the "Great Recession" on the Financial Resources of Nonprofit Organizations. Wilson Center for Social Entrepreneurship, Paper 5. Retrieved from: <https://digitalcommons.pace.edu/wilson/5/>
- Nath, Thrishna. (2016). Healthcare in the Time of ACA Reform. Nonprofit Finance Fund. Retrieved from: <https://nff.org/blog/healthcare-time-aca-reform>

- Paradise, Julia. Rosenbaum, Sara. Markus, Anne, Sharac, Jessica. Tran, Chi. Rynolds, David. Shin, Peter. (2017) Community Health Centers: Recent Growth and the Role of the ACA. KFF. Retrieved from: <https://www.kff.org/medicaid/issue-brief/community-health-centers-recent-growth-and-the-role-of-the-aca/>
- Paynter, Ben. (2016) Demanding That Nonprofits Not Pay For Overhead Is Preventing Them From Doing Good. Future of Philanthropy. Fast Company. Retrieved from: <https://www.fastcompany.com/3060455/demanding-that-nonprofits-not-pay-for-overhead-is-preventing-them-fro>
- Paynter, Ben.(2018) 5 Way Nonprofits Struggle (And How To Overcome Them). Future of Philanthropy. Fast Company. Retrieved from: <https://www.fastcompany.com/40552662/5-ways-the-nonprofit-industry-is-failing-and-how-overcome-them>
- Pew Research Center. (2019). Attitudes on Same-Sex Marriage. Retrieved from <https://www.pewforum.org/fact-sheet/changing-attitudes-on-gay-marriage/>
- Pew Research Center. (2019). Religious composition of Adults in Montana. Retrieved from <https://www.pewforum.org/religious-landscape-study/state/montana/>
- ProPublica: Nonprofit Explorer. *Bridgercare*. 2019
. <https://projects.propublica.org/nonprofits/organizations/810363189>
- Public Health & Safety. (n.d.). Retrieved from <https://dphhs.mt.gov/publichealth/familyplanning/TitleXFamilyPlanningClinics>
- Rose, L. (2017). Nursing is a team effort. *Nursing Critical Care*, 12(5), 48. doi: 10.1097/01.ccn.0000521942.36827.f2
- Sexual and reproductive healthcare in Bozeman, MT Bridgercare. (2019, April 30). Retrieved from <https://bridgercare.org/>
- Sherman, Aliza.(2008) Fitting a Man Into an All-Female Office. Entrepreneur. Retrieved from <https://www.entrepreneur.com/article/218062>
- WebFinance Inc. (2019). Business Dictionary. Retrieved from <http://www.businessdictionary.com/definition/situation-analysis.html>

Goals and Audience

- Guzmán, F. (2015). Teaching Market Segmentation: The Eight Step Process. *International Journal of Higher Education Management*. Vol. 1.2

Strategies and Tactics

- Bozeman Daily Chronicle Advertising Rates. (n.d.). Retrieved from http://www.bozemandailychronicle.com/app/chronicle_forms/adv/2016RateCard.pdf.
- CHRISTMAS STROLL NON-PROFIT ACTIVITY VENDOR APPLICATION 2019. (n.d.). Retrieved from <https://downtownbozeman.org/news/christmas-stroll-non-profit-activity-vendor-application-2019>
- Dobbs, D. (2017, August). *Interesting Print Advertising Statistics*. Retrieved from <https://medium.com/@dobbs1518/interesting-print-advertising-statistics-fd3db7bdb880>
- Gym Market Research & Industry Stats 2019 [Inc Membership Statistics]. *Wellness Creative Co*, 29 Aug. 2019, <https://www.wellnesscreatives.com/gym-market-statistics/#members>.
- Hughes, T. (2013, August 23). Hockey growing across the globe. Retrieved from <https://www.sbnation.com/2013/8/23/4650836/iuhf-survey-2013-hockey-growth>
- Jarvis, A. (2019, November 4). Fundraising Statistics: Incredible Insights to Raise More. Retrieved from <https://www.qgiv.com/blog/fundraising-statistics/>
- Lore, J. (2019). *7 Lessons Learned from Running 31,307 Social Media Contests*. Retrieved from <https://blog.wishpond.com/post/115675436774/7-lessons-weve-learned-from-running-31307-social-media-contests>
- Mansi Media. (2019). *Newspaper Data, The Power of Newspapers, Print and Digital*. Retrieved from <https://mansimedia.com/expertise/newspaper-data/>
- McCready, R. (2019, June). *80+ Branding Statistics you Should Know for 2019*. Retrieved from <https://venngage.com/blog/branding-statistics/>
- Mcgowan, E. (2017, Feb 9th). How Many People Have Sex on Valentine's Day? It's the Biggest Sex Day of the Year for Millennials. Bustle. Retrieved from: <https://www.bustle.com/p/how-many-people-have-sex-on-valentines-day-its-the-biggest-sex-day-of-the-year-for-millennials-36779>
- Montana 4-H Foundation (2017). Help Grow True Leaders. Retrieved from: <http://www.mt4hfoundation.org/>
- Olenski, S. (2018, June 15). The CMO's Guide To Using Humor In Marketing. Retrieved from <https://www.forbes.com/sites/steveolenski/2018/06/15/the-cmos-guide-to-using-humor-in-marketing/#746d510362bf>.
- Purdue Online Writing Lab. White Paper: Organization and Other Tips. Purdue University. Retrieved from https://owl.purdue.edu/owl/subject_specific_writing/professional_technical_writing/white_papers/organization_and_other_tips.html
- Richards, K. (2018, July 11th). Planned Parenthood Wants to Protect Your 'Freedom to F*ck with New Fundraising Effort. Adweek. Retrieved from <https://www.adweek.com/brand-marketing/planned-parenthood-wants-to-protect-your-freedom-to-fck-with-new-fundraising-effort/>
- Salman.aslam.mughal. "160 Digital Marketing Statistics of 2019: Trend, Data, and Fun Facts." *160 Digital Marketing Statistics of 2019: Trend, Data, and Fun Facts*, 15 Sept. 2019, <https://www.omnicoreagency.com/digital-marketing-statistics/>.

- Special Events. (n.d.). Retrieved from <https://www.bigskytowncenter.com/special-events/>.
- Stapper, Brandon. "All Print Marketing Statistics You Need in 2019: Nonstop Signs." *Custom Signs and Printing*, Nonstop Signs, 31 Jan. 2019, <https://www.nonstopsigns.com/blog/print-marketing-statistics/>.
- Statista. (2019, July). *U.S. consumer actions influenced by poster ads 2016*. Retrieved from <https://www.statista.com/statistics/733190/consumer-actions-influenced-by-poster-ads-us/>
- Statistics Every Cause Marketer Should Know - Cause Marketing Statistics*.
<https://engageforgood.com/guides/statistics-every-cause-marketer-should-know/>.
- Sumner, P. (2018, March). *Billboards aren't going away- and that's a good thing*. Retrieved from <https://oohtoday.com/billboards-arent-going-away-and-thats-a-good-thing/>
- Vaynerchuk, G. (2016). *The Value of Instagram Story Takeovers*. Retrieved from <https://www.garyvaynerchuk.com/value-instagram-story-takeovers/>
- Willingham, Z. & Olugbenga, A. (2019, July 17th). *Redefining Rural America*. Center for American Progress. Retrieved from: <https://www.americanprogress.org/issues/economy/reports/2019/07/17/471877/redefining-rural-america/>
- Zote, J. (2019). *65 Social Media Statistics to Bookmark in 2019*. Retrieved from <https://sproutsocial.com/insights/social-media-statistics/>

Measurement and Evaluation

Billboards in My City. Where do you want to Advertise? Retrieved from:

[https://www.billboardsin.com/d/public/brand?source=Market&location=Bozeman,
%2520MT&budget=\\$700-\\$3,000](https://www.billboardsin.com/d/public/brand?source=Market&location=Bozeman,%2520MT&budget=$700-$3,000)

Bozeman Daily Chronicle Advertising Rates. (2016). Bozeman Daily Chronicle. Retrieved from http://www.bozemandailychronicle.com/app/chronicle_forms/adv/2016RateCard.pdf

CondomDispenser.org. Retrieved from: <http://condomdispensers.org/new/>

Custom Ink. Design Customer T-Shirt.

<https://www.customink.com/products/styles/gildan-ultra-cotton-t-shirt/4600>

Custom stickers that kick ass. Sticker Mule. Retrieved from <https://www.stickermule.com/>

Discount Mugs. Retrieved from <https://www.discountmugs.com/>

FedEx. Printing. Retrieved from <https://www.fedex.com/en-us/printing/marketing-materials/flyers.html#details>

Obvious Advertising. Our Services. Retrieved from <http://www.obviousads.com/services>

Outdoor Advertising Guide. Find a Billboard. Retrieved from

<https://www.outdooradvertisingguide.com/montana-billboards.php>

The Livingston Enterprise. Advertising. Retrieved from

<https://www.livingstonenterprise.com/content/advertising>

The MSU Exponent. Flytedesk. Retrieved from: <https://app.flytedesk.com/v3/shop/the-exponent-f1c4be1b/>

Uprinting. Retrieved from <https://www.uprinting.com/>

Timeline

Conclusion

In this section we have outlined and described the ways in which Bridgercare will be able to measure its success in reaching its marketing goals. Each strategy and tactic we have outlined can be effectively measured by using these metrics throughout the timeline we have created. From these recommendations we created three budgets that represent three different levels of effort and input from Bridgercare, the most effective of which being the ***Gold*** budget. Our research has shown that these tactics and related metrics will allow Bridgercare to easily and effectively measure its progression towards reaching each of its marketing communications goals.

Conclusion conclusion:

Bridgercare has grown out of its original singular purpose to prevent the financial burdens on families with unexpected pregnancies. Now, Bridgercare provides peace of mind to people through sexual healthcare services and education. The community is strengthened by these services that enable people to live happier and more stable lives.

We extensively researched details about the strengths, weaknesses, opportunities, and threats of Bridgercare and its industry of reproductive healthcare. This information was used to identify four target audiences using an eight step segmentation process, *The Giver*, *The Doer*, *The Selfless* and *The Curious*. These four groups ensure Bridgercare's recommended messages reach audiences whose personal values align with their mission. Messages we designed to align with Bridgercare's target audience include, *affordability*, *atmosphere*, *education*, *accessibility*, and *expertise*.

Using these messages, we developed marketing strategies and tactics that will resonate with these audiences. These tactics include humorous condom stickers, informational condom cases and other deliberate distribution methods, emails and handwritten letters. Implementing these will increase brand awareness and help build strong brand loyalty among Bridgercare's patients and donors. Metrics were then recommended and described in detail to ensure Bridgercare can further develop and tailor each strategy to maximum effectiveness. Three budgets and a suggested timeline were designed to simplify implementation procedures.

Our goal was to provide Bridgercare with all the means necessary to develop top of the line communication methods with their ideal customer base. We spent months developing each process and carefully revising each step to make sure everything was deliberate and practical. We ensured that Bridgercare's mission and values were considered, which enabled us to tailor every suggestion to Bridgercare's situation and values. Implementing these suggestions Bridgercare can make progress to maximize its success.

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel." -Maya Angelou

Appendix

Figure 1: Instagram Insights (Audience)

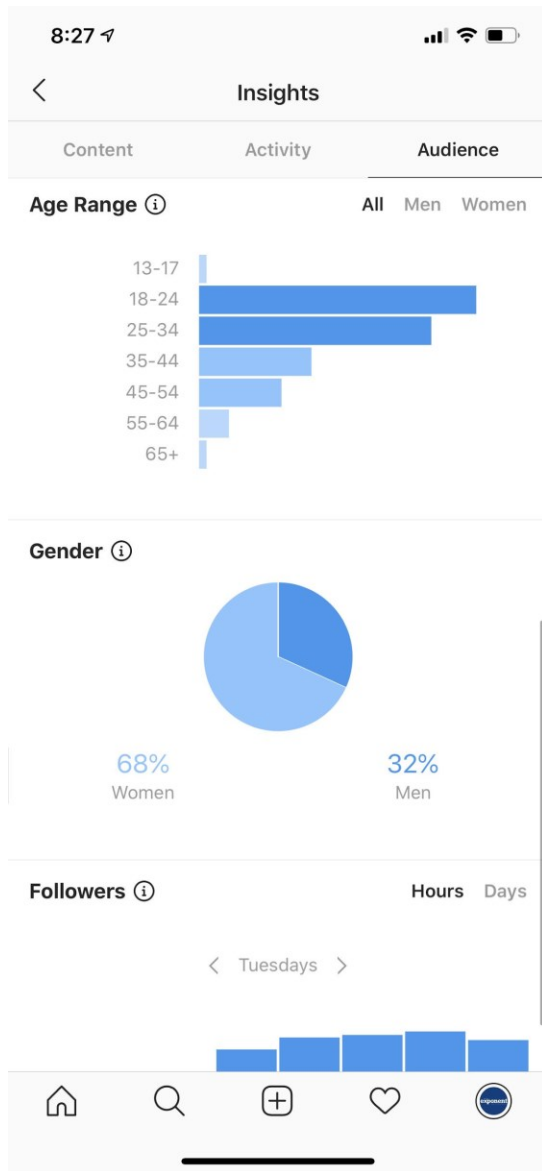


Figure 2: Instagram Insights (Activity)

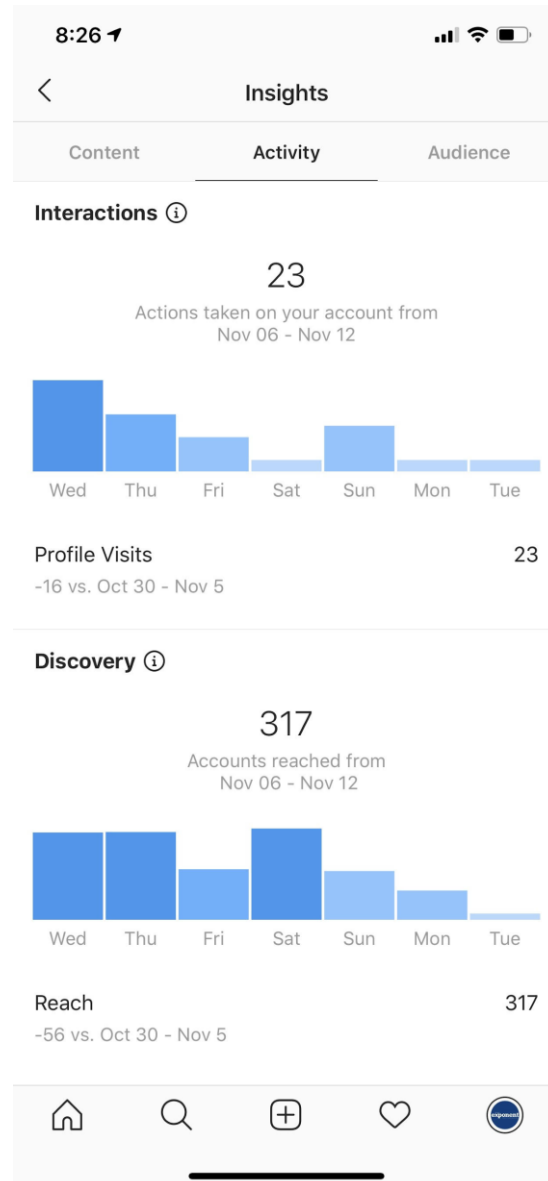


Figure 3: Instagram Insights (Growth)

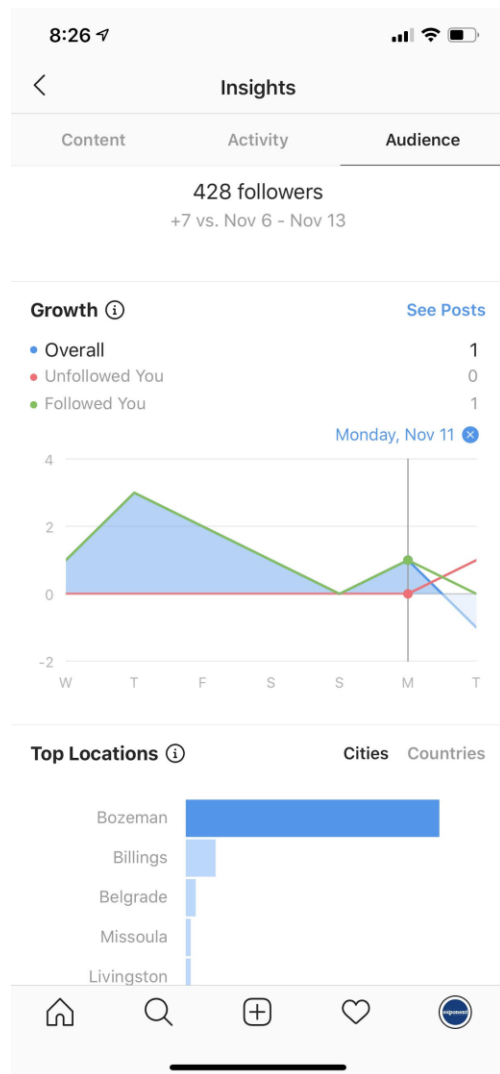


Figure 4: Bridgercare Partial Recall Brand Awareness Survey

On a scale of 1-5 how familiar are you with Bridgercare?

- ☐ 1 (not familiar)
- ☐ 2 (somewhat familiar)
- ☐ 3 (moderately familiar)
- ☐ 4 (very familiar)
- ☐ 5 (extremely familiar)

What services do you think Bridgercare offers?

- ☐ Trail Maintenance
- ☐ Reproductive Healthcare
- ☐ Eye care
- ☐ Fitness services
- ☐ Family Healthcare

How did you hear about Bridgercare?

- ☐ Word-of-mouth
- ☐ Social Media
- ☐ Print Advertisement
- ☐ Email
- ☐ Community Volunteer Event
- ☐ Other
- ☐ _____

What gender do you identify as?

- ☐ Male
- ☐ Female
- ☐ Prefer not to say
- ☐ Self Identify
- ☐ _____

What is your age?

- ☐ 11-15
- ☐ 16-19
- ☐ 20-30
- ☐ 31-40
- ☐ 41+

What is your income?

- ☐ \$25,000 or less per year
- ☐ \$26,000 - 50,000
- ☐ \$51,000-100,000
- ☐ \$100,000+

What kind of insurance do you have?

- ☐ Privately Insured
- ☐ Medicare
- ☐ Not insured
- ☐ Other: _____

Bridgercare Brand Loyalty Survey

Based on the following questions, please rate your response on the scale provided of strongly agree to strongly disagree

1. How often do you visit Bridgercare
 - ☐ Often
 - ☐ Regularly
 - ☐ Rarely
 - ☐ Never
2. In what way do you interact with Bridgercare? Click all that apply
 - ☐ Volunteer
 - ☐ Patient
 - ☐ Donor
 - ☐ Other
3. I can count on Bridgercare to provide good service
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Slightly Agree
 - ☐ Neither Agree nor Disagree
 - ☐ Slightly Disagree
 - ☐ Disagree
 - ☐ Strongly Disagree
4. Bridgercare puts its customers' interests first
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Slightly Agree
 - ☐ Neither Agree nor Disagree
 - ☐ Slightly Disagree
 - ☐ Disagree
 - ☐ Strongly Disagree
5. I can count on Bridgercare
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Slightly Agree
 - ☐ Neither Agree nor Disagree
 - ☐ Slightly Disagree
 - ☐ Disagree
 - ☐ Strongly Disagree
6. Bridgercare would be my first choice for reproductive healthcare
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Slightly Agree

- ☐ Neither Agree nor Disagree
- ☐ Slightly Disagree
- ☐ Disagree
- ☐ Strongly Disagree

7. I would recommend Bridgercare to others

- ☐ Strongly Agree
- ☐ Agree
- ☐ Slightly Agree
- ☐ Neither Agree nor Disagree
- ☐ Slightly Disagree
- ☐ Disagree
- ☐ Strongly Disagree

8. I consider myself to be loyal to Bridgercare

- ☐ Strongly Agree
- ☐ Agree
- ☐ Slightly Agree
- ☐ Neither Agree nor Disagree
- ☐ Slightly Disagree
- ☐ Disagree
- ☐ Strongly Disagree

9. What gender do you identify as?

- ☐ Male
- ☐ Female
- ☐ Prefer not to say
- ☐ Self Identify
- ☐ _____

10. What is your age?

- ☐ 11-15
- ☐ 16-19
- ☐ 20-30
- ☐ 31-40
- ☐ 41+

11. What is your estimated income?

- ☐ \$25,000 or less per year
- ☐ \$26,000 - 50,000
- ☐ \$51,000-100,000
- ☐ \$100,000+

References

- Bozeman Daily Chronicle Advertising Rates. (n.d.). Retrieved from http://www.bozemandailychronicle.com/app/chronicle_forms/adv/2016RateCard.pdf.
- CHRISTMAS STROLL NON-PROFIT ACTIVITY VENDOR APPLICATION 2019. (n.d.). Retrieved from <https://downtownbozeman.org/news/christmas-stroll-non-profit-activity-vendor-application-2019>
- Dobbs, D. (2017, August). *Interesting Print Advertising Statistics*. Retrieved from <https://medium.com/@dobbs1518/interesting-print-advertising-statistics-fd3db7bdb880>
- Hughes, T. (2013, August 23). Hockey growing across the globe. Retrieved from <https://www.sbnation.com/2013/8/23/4650836/iihf-survey-2013-hockey-growth>
- Jarvis, A. (2019, November 4). Fundraising Statistics: Incredible Insights to Raise More. Retrieved from <https://www.qgiv.com/blog/fundraising-statistics/>
- Lore, J. (2019). *7 Lessons Learned from Running 31,307 Social Media Contests*. Retrieved from <https://blog.wishpond.com/post/115675436774/7-lessons-weve-learned-from-running-31307-social-media-contests>
- Mansi Media. (2019). *Newspaper Data, The Power of Newspapers, Print and Digital*. Retrieved from <https://mansimedia.com/expertise/newspaper-data/>
- McCready, R. (2019, June). *80+ Branding Statistics you Should Know for 2019*. Retrieved from <https://venngage.com/blog/branding-statistics/>
- Olenski, S. (2018, June 15). The CMO's Guide To Using Humor In Marketing. Retrieved from <https://www.forbes.com/sites/steveolenski/2018/06/15/the-cmos-guide-to-using-humor-in-marketing/#746d510362bf>.
- Special Events. (n.d.). Retrieved from <https://www.bigskytowncenter.com/special-events/>.
- Statistica. (2019, July). *U.S. consumer actions influenced by poster ads 2016*. Retrieved from <https://www.statista.com/statistics/733190/consumer-actions-influenced-by-poster-ads-us/>
- Sumner, P. (2018, March). *Billboards aren't going away- and that's a good thing*. Retrieved from <https://oohtoday.com/billboards-arent-going-away-and-thats-a-good-thing/>
- Vaynerchuk, G. (2016). *The Value of Instagram Story Takeovers*. Retrieved from <https://www.garyvaynerchuk.com/value-instagram-story-takeovers/>
- Zote, J. (2019). *65 Social Media Statistics to Bookmark in 2019*. Retrieved from <https://sproutsocial.com/insights/social-media-statistics/>

Statistics Every Cause Marketer Should Know - Cause Marketing Statistics.
<https://engageforgood.com/guides/statistics-every-cause-marketer-should-know/>.

Salman.aslam.mughal. "160 Digital Marketing Statistics of 2019: Trend, Data, and Fun Facts." *160 Digital Marketing Statistics of 2019: Trend, Data, and Fun Facts*, 15 Sept. 2019,
<https://www.omnicoreagency.com/digital-marketing-statistics/>.

Stapper, Brandon. "All Print Marketing Statistics You Need in 2019: Nonstop Signs." *Custom Signs and Printing*, Nonstop Signs, 31 Jan. 2019,
<https://www.nonstopsigns.com/blog/print-marketing-statistics/>.

"Gym Market Research & Industry Stats 2019 [Inc Membership Statistics]." *Wellness Creative Co*, 29 Aug. 2019, <https://www.wellnesscreatives.com/gym-market-statistics/#members>.

Resources

Primary:

Emily Allison. Development Coordinator. Bridgercare.

Lauren Brendel. PIO and Director of Marketing and Communications. Bozeman Health

Secondary:

Affairs, O. of P. (2016, August 3). Legislative Mandates. Retrieved from
<https://www.hhs.gov/opa/title-x-family-planning/about-title-x-grants/legislative-mandates/index.html>

Affairs, O. of P. (2019, August 9). Compliance with Statutory Program Integrity Requirements. Retrieved from <https://www.hhs.gov/opa/title-x-family-planning/about-title-x-grants/statutes-and-regulations/compliance-with-statutory-program-integrity-requirements/index.html>

BBC. (2009, August 3). Contraception. Retrieved from
https://www.bbc.co.uk/religion/religions/christianity/christianethics/contraception_1.shtml

Berchick, E., Hood, E., & Barnett, J. (2019, April 16). Health Insurance Coverage in the United States: 2017. Retrieved from
<https://www.census.gov/library/publications/2018/demo/p60-264.html>

Bozeman Population. (2019-06-05). Retrieved 2019-09-22, from <http://worldpopulationreview.com/us-cities/bozeman/>

Deloitte. (2019). 2019 Global Health Care Outlook. Retrieved from <https://www2.deloitte.com/global/en/pages/life-sciences-and-healthcare/articles/global-health-care-sector-outlook.html>

Goe, Christina Lechner. (2018). 2018 Report on Health Coverage and Montana's Uninsured. Montana Health Foundation. Retrieved from: https://mthcf.org/wp-content/uploads/2018/06/Uninsured-Report_FINAL-Design_5.17.18.pdf

Fritz, Joanne.(2019) Why Grants Are Not the Answer to Your Nonprofit Financial Problems. The Balance. Retrieved from: <https://www.thebalancesmb.com/foundation-grants-for-nonprofits-2501773>

Mona, M. (2018, April). Requirements for Sound Primary Healthcare. Retrieved from <http://nursingexercise.com/primary-health-care-requirements/>

Morreale, Joseph C. (2011) The Impact of the "Great Recession" on the Financial Resources of Nonprofit Organizations. Wilson Center for Social Entrepreneurship, Paper 5. Retrieved from: <https://digitalcommons.pace.edu/wilson/5/>

Nath, Thrishna. (2016). Healthcare in the Time of ACA Reform. Nonprofit Finance Fund. Retrieved from: <https://nff.org/blog/healthcare-time-aca-reform>

Paradise, Julia. Rosenbaum, Sara. Markus, Anne, Sharac, Jessica. Tran, Chi. Rynolds, David. Shin, Peter. (2017) Community Health Centers: Recent Growth and the Role of the ACA. KFF. Retrieved from: <https://www.kff.org/medicaid/issue-brief/community-health-centers-recent-growth-and-the-role-of-the-aca/>

Paynter, Ben. (2016) Demanding That Nonprofits Not Pay For Overhead Is Preventing Them From Doing Good. Future of Philanthropy. Fast Company. Retrieved from: <https://www.fastcompany.com/3060455/demanding-that-nonprofits-not-pay-for-overhead-is-preventing-them-fro>

Paynter, Ben.(2018) 5 Way Nonprofits Struggle (And How To Overcome Them). Future of Philanthropy. Fast Company. Retrieved from:

<https://www.fastcompany.com/40552662/5-ways-the-nonprofit-industry-is-failing-and-how-overcome-them>

Pew Research Center. (2019). Attitudes on Same-Sex Marriage. Retrieved from

<https://www.pewforum.org/fact-sheet/changing-attitudes-on-gay-marriage/>

Pew Research Center. (2019). Religious composition of Adults in Montana. Retrieved from <https://www.pewforum.org/religious-landscape-study/state/montana/>

ProPublica: Nonprofit Explorer. *Bridgercare*. 2019

[.https://projects.propublica.org/nonprofits/organizations/810363189](https://projects.propublica.org/nonprofits/organizations/810363189)

Public Health & Safety. (n.d.). Retrieved from

<https://dphhs.mt.gov/publichealth/familyplanning/TitleXFamilyPlanningClinics>

Rose, L. (2017). Nursing is a team effort. *Nursing Critical Care*, 12(5), 48. doi: 10.1097/01.ccn.0000521942.36827.f2

Sexual and reproductive healthcare in Bozeman, MT Bridgercare. (2019, April 30).

Retrieved from <https://bridgercare.org/>

Sherman, Aliza.(2008) Fitting a Man Into an All-Female Office. Entrepreneur. Retrieved from <https://www.entrepreneur.com/article/218062>

WebFinance Inc. (2019). Business Dictionary. Retrieved from

<http://www.businessdictionary.com/definition/situation-analysis.html>

Cohen, Cohen, J. (2019, May 15) Trump Administration Thwarted in Attempts to Remake Policy On Reproductive Health. Forbes. Retrieved from:

<https://www.forbes.com/sites/joshuacohen/2019/05/15/trump-administration-thwarted-in-attempts-to-remake-policy-on-reproductive-health/#1e8263ea762029>

Bangs, Molly. (2017, Jan 19). Reproductive HEalth Care: A Favorite Target in America. The Century Foundation. Retrieved from: <https://tcf.org/content/report/reproductive-health-care-favorite-target-america/?session=1>

Guttmacher Institute (2019). Publicly Supported Family Planning Services in the United States.

Retrieved from: <https://www.guttmacher.org/fact-sheet/publicly-supported-FP-services-US>

<https://blog.movingworlds.org/64-of-ceos-are-increasing-investment-in-corporate-social-responsibility-heres-why/>

<https://search.proquest.com/openview/3df3acb4d80caaac096e78c0de6ff2d7/1?pq-origsite=gscholar&cbl=36179>

<https://www.google.com/url?q=https://www.givebiggy.org/&sa=D&ust=1574435964794000&usg=AFQjCNEjtQGLzlG1TPCCU2YOtChpzsIjmQ>
<https://www.bustle.com/p/how-many-people-have-sex-on-valentines-day-its-the-biggest-sex-day-of-the-year-for-millennials-36779>
<https://www.adweek.com/brand-marketing/planned-parenthood-wants-to-protect-your-freedom-to-fck-with-new-fundraising-effort/>