







Franklinton Center at Bricks STAR Presentation



May 4th, 2018



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Executive Summary

The **Franklinton Center at Bricks** offers a unique history and welcoming space to all visitors. To date, FCAB has grown its reach organically, but still faces capacity constraints for the staff and facilities. To grow earned income to \$788K, the STAR team has focused on **short term, impactful and implementable recommendations** for FCAB.



Targeting

FCAB should host more civic, social, and youth organizations for conferences and retreats to grow earned income



Pricing

FCAB should strategically adjust its lodging prices to grow earned income



Promotion

FCAB should improve its social media presence, website, and brand to attract more customers



Automation

FCAB should implement automated reservation systems to improve capacity

Primary and secondary research was used to identify and inform recommendations

Primary Research	Interviews	4 team staff interviews
		8 independent staff interviews; 25 system review calls
		12 previous customers
		15 executive leadership of FCAB
	Survey	49 previous and potential customers of FCAB
Customer Target List	80 potential customer leads from 3+ market experts	
Site Visits	6 site visits and observations	
Secondary Research	Industry Reports	Orbis and ReferenceUSA Company Data
		IBIS World Industry Reports
	Competitive Benchmarking	10 local and national competitors
	Financial Statement Analysis	FCAB Budgets and Events Calendar
		FCAB Customer Lists
	Booking System Research	40 initial screenings
	Branding Analysis	2 advertising expert interviews; 1 designer interview
	Staff Capacity Analysis	AIM & independent time estimate data
Previous Consulting Work	AIM consulting documents	



We conducted a survey to develop proprietary customer insights



Demographics

- Customer organization size
- Organization mission
- Location of organizations
- Annual budget of organization



Pricing

- Customer willingness to pay
- Space and event pricing
- Overnight room rates
- New opportunity pricing

Customer Survey



Customer Preferences

- Desired use of facilities
- Amenities necessary
- Communication preferences
- Marketing material



Customer Feedback

- Source of referral to FCAB
- Quality of service
- Areas for improvement
- Reason for choosing FCAB for services



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Promotion

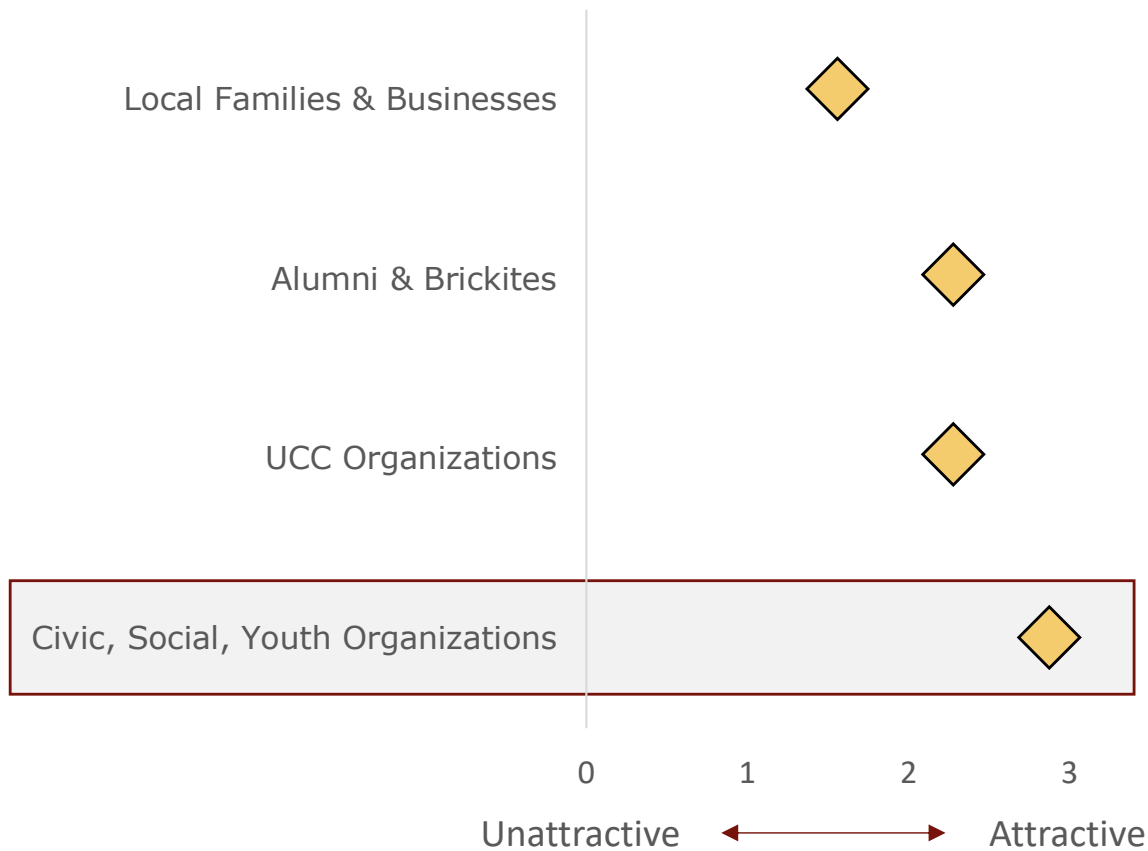
FCAB should improve its social media presence, website, and brand to attract more customers



Automation

FCAB should implement automated reservation systems to improve capacity

CSYs are the most attractive segment...



Evaluation Criteria

1. **Distinct** – focused and unique
2. **Stable** – value proposition does not change
3. **Large** – profitable enough to serve
4. **Accessible** – effectively reached with messaging
5. **Identifiable** – size and purchasing power can be measured

Source: Team Analysis

...and the market is large enough to sustain FCAB

Market Size for CSY Segment

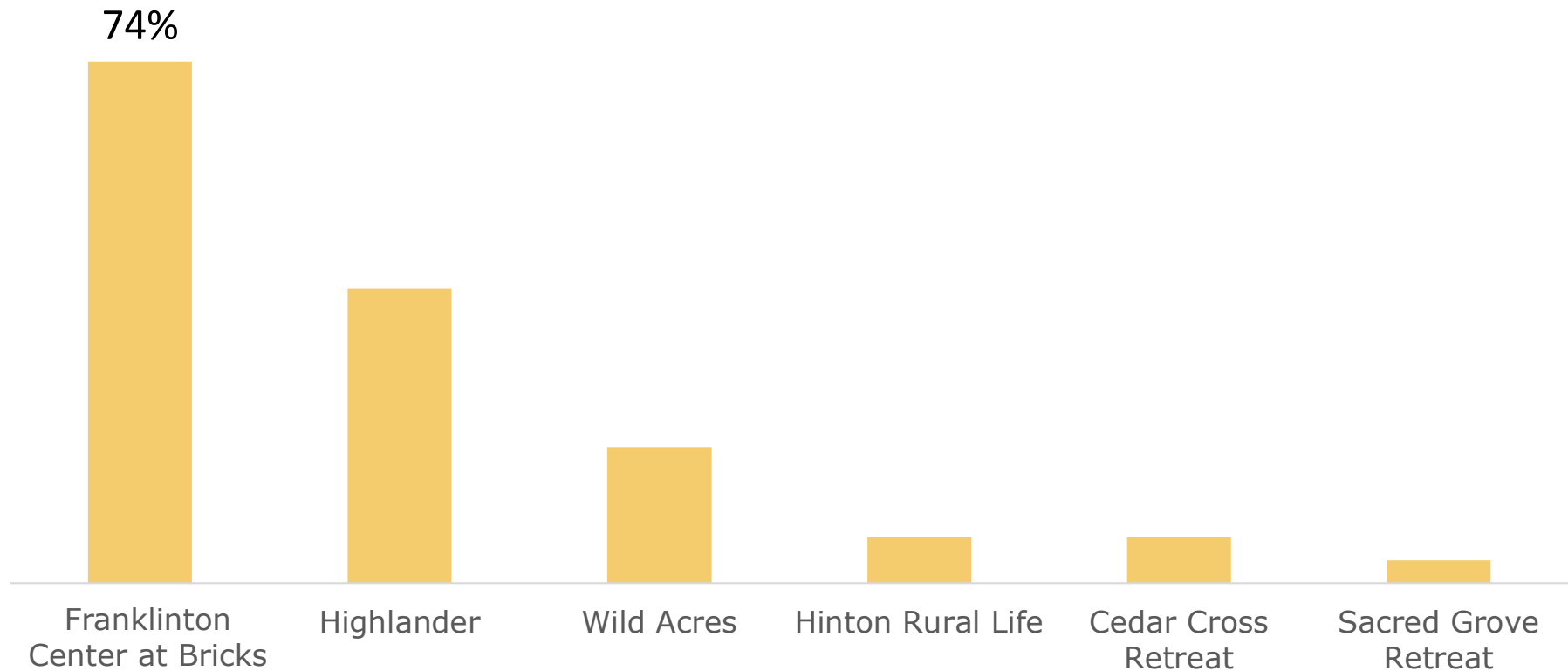
	Number of CSY Organizations	Potential Revenue
Nationally	112,700	\$1B
North Carolina	2,778	\$25M
Tri-County (Nash, Halifax, Edgecombe)	28	\$667K

FCAB's market share with civic, social, and youth organizations is 1.5%

Source: Osiris Market Data; 2017 Events Calendar; 2018 Customer Survey; Team Analysis

CSYs prioritize booking with FCAB due to mission-alignment

% of Respondents with Very Positive or Positive Impressions of Center & Mission

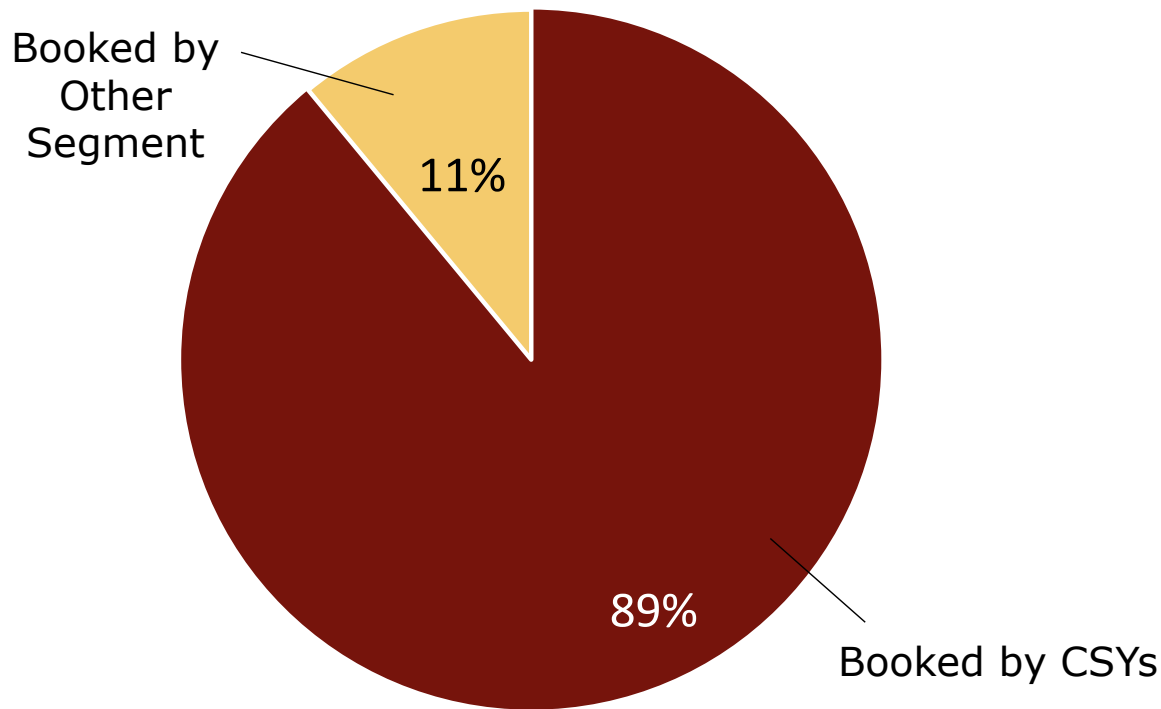


Source: 2018 Customer Survey



CSYs book the most conferences and retreats

% of Retreats/Conferences - 2017

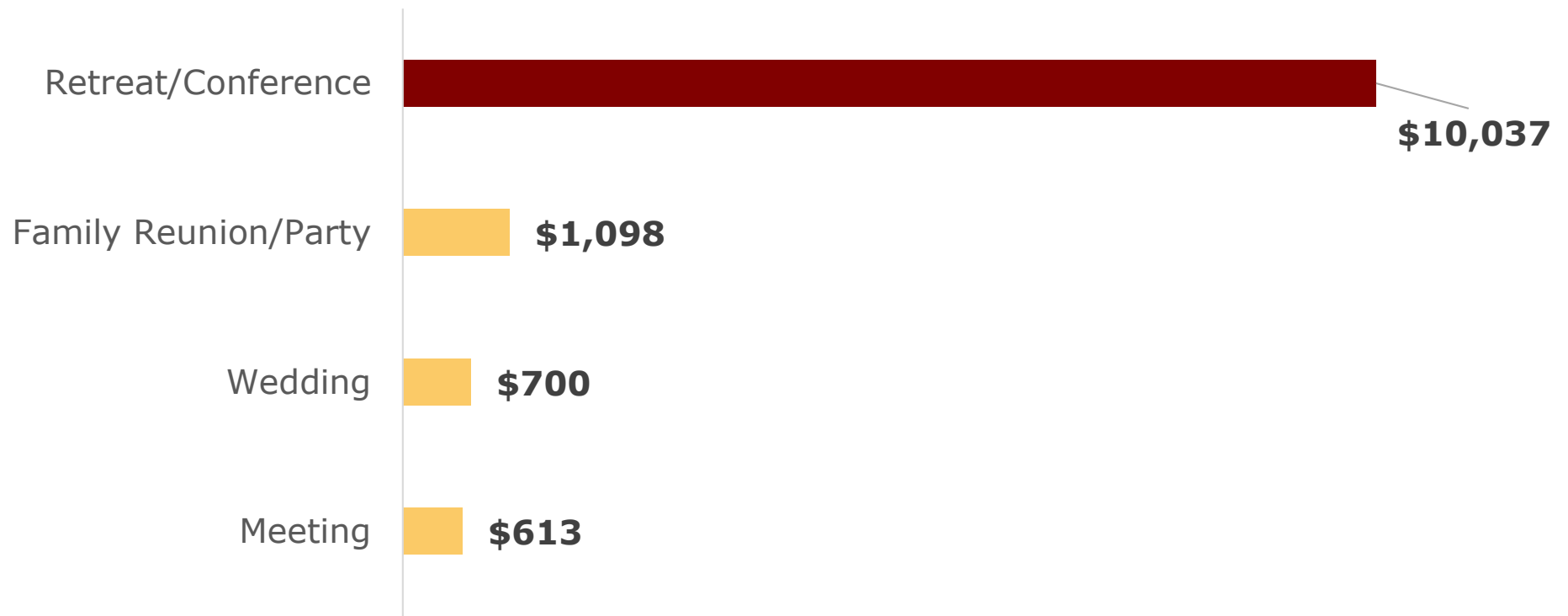


Retreats and conferences generate **10X** the income of any other event

Source: 2017 Events Calendar

Retreats and conferences are the largest driver of event income

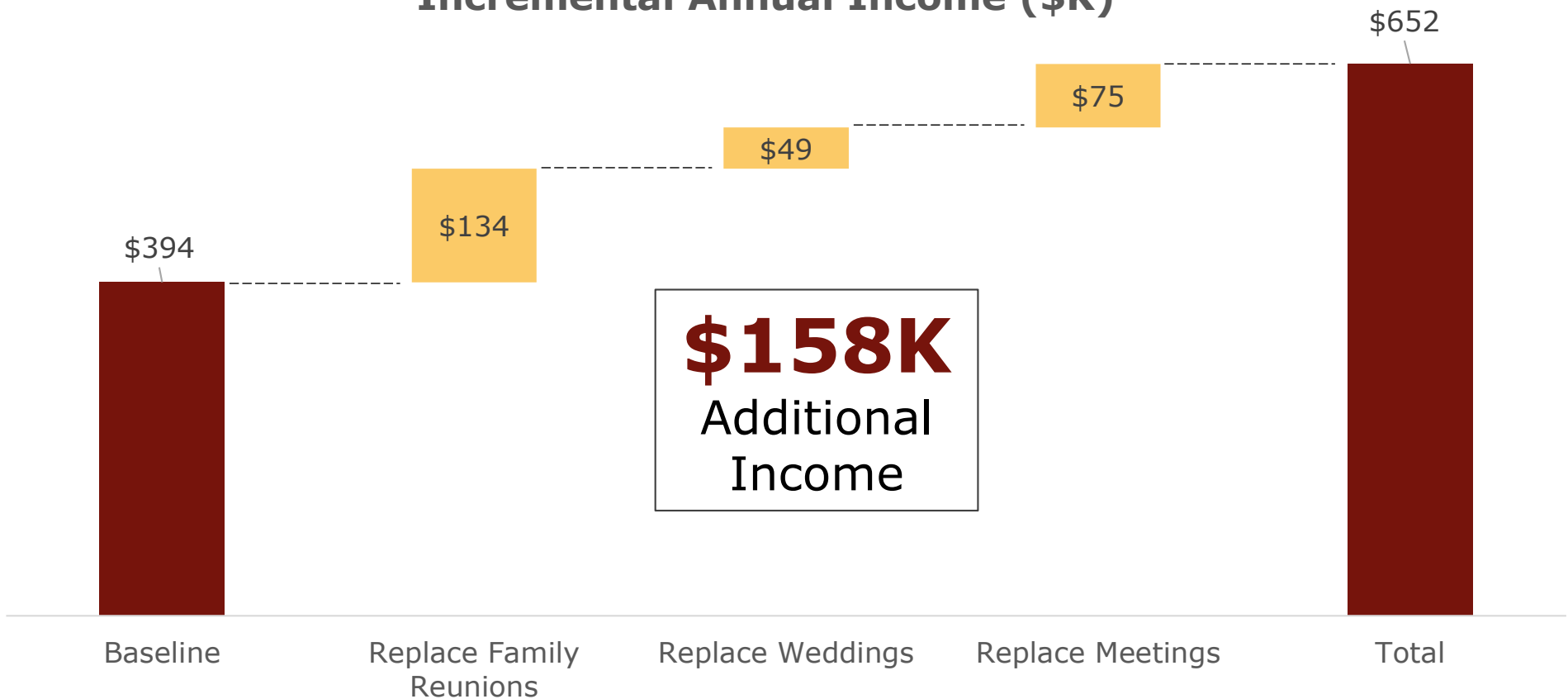
Average Income by Event Type - 2017



Source: 2017 Events Calendar

Replacing other events with CSY conferences and retreats will grow earned income

Incremental Annual Income (\$K)



Source: 2017 Events Calendar; Team Analysis



Targeting

FCAB should host more civic, social, and youth organizations for conferences and retreats to grow earned income



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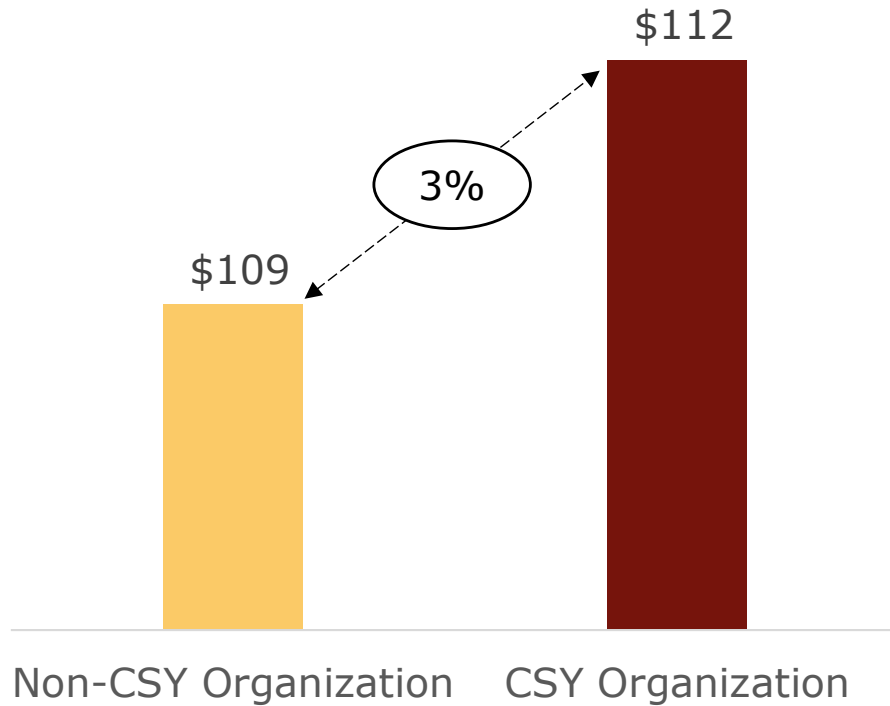


Automation

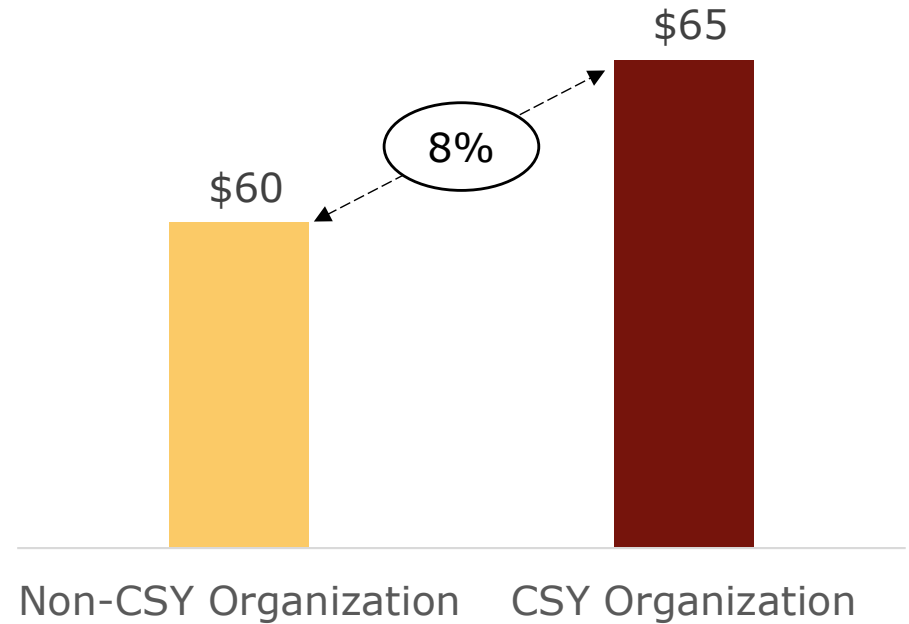
FCAB should implement automated reservation systems to improve capacity

CSYs will pay a premium for lodging

Hotel-style Room Price



Dorm-style Room Price



Source: 2018 Customer Survey

Survey data shows that FCAB should increase room prices



\$80 → **\$100**

Hotel-style rooms



\$40 → **\$60**

Dorm-style rooms

**These changes would have earned FCAB
\$89K in 2017**


A price change is the best strategy to maximize earned income

Hotel-style Rooms

Price per Room	Event Gain/Loss	Income
40	8%	\$ 195,3967
60	8%	\$ 293,095
80	0%	\$ 362,880
100	-12%*	\$ 401,2612
120	-50%	\$ 272,160

Dorm-style rooms

Price per Room	Event Gain/Loss	Income
20	0%	\$ 64,800
40	0%	\$ 129,600
60	-8%*	\$ 179,446
80	-38%	\$ 159,508
100	-77%	\$ 74,769

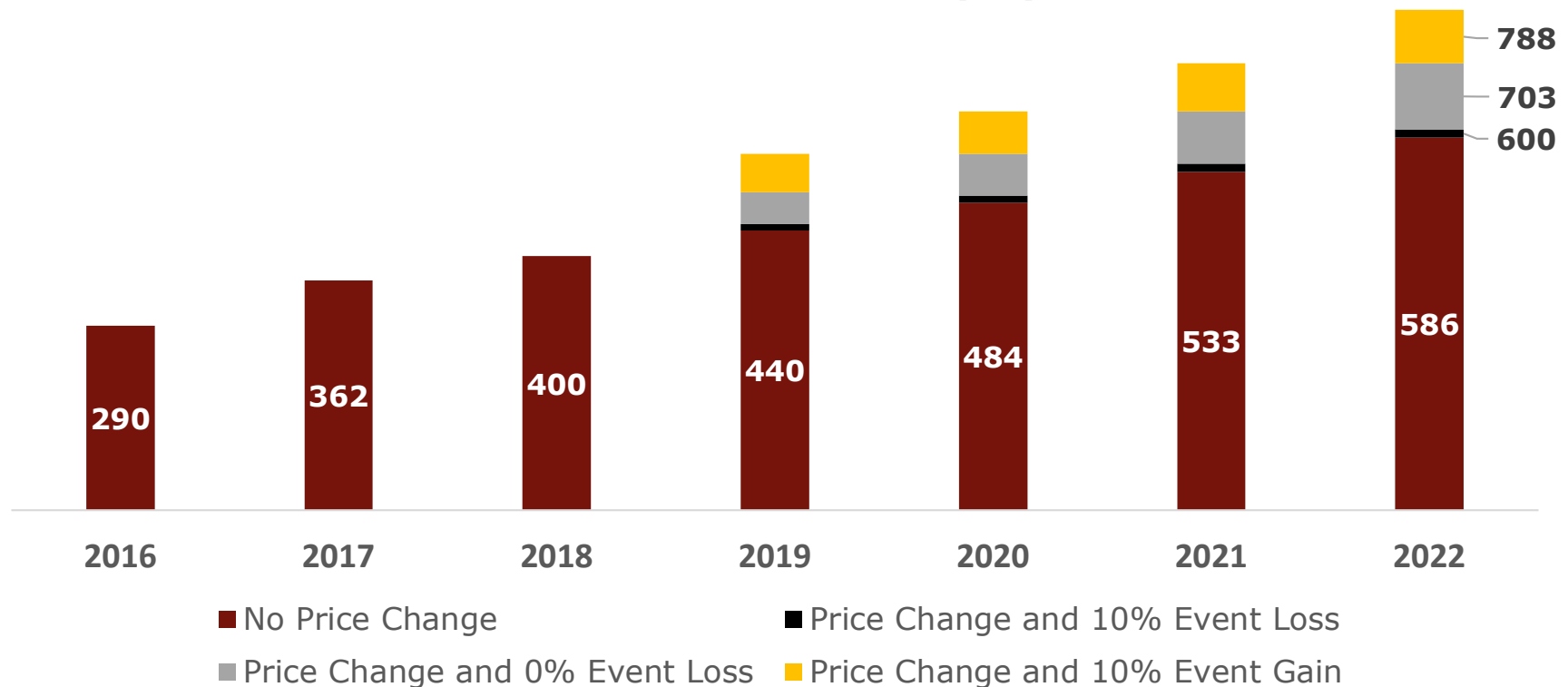
 *Promotions will minimize this impact

+\$39K

+\$50K

Short-run implementation can unlock potential income and boost market share

Events Scenarios Revenue (\$K)



Market Share Range	2016	2017	2018	2019	2020	2021	2022
	1.2%	1.5%	1.7%	1.8%-2.2%	1.9%-2.5%	2.1%-2.8%	2.3-3.2%

Three additional pricing strategies can counter customer reduction

	<u>Description</u>	<u>Examples</u>
Product Bundles	Product packages to generate higher customer value	<ul style="list-style-type: none"> ▪ Access to mission-focused speakers ▪ Access to Brickites and historical tours ▪ Complimentary coffee
Sliding Scale Pricing	Offer lower rates to smaller, mission-aligned organizations	<ul style="list-style-type: none"> ▪ Scale if customer books in advance ▪ Offer lower rates to long-lasting clients
Seasonal Adjustments	Align pricing with seasonal demand	<ul style="list-style-type: none"> ▪ Incentivize customer by offering lower prices in low rental months



Targeting

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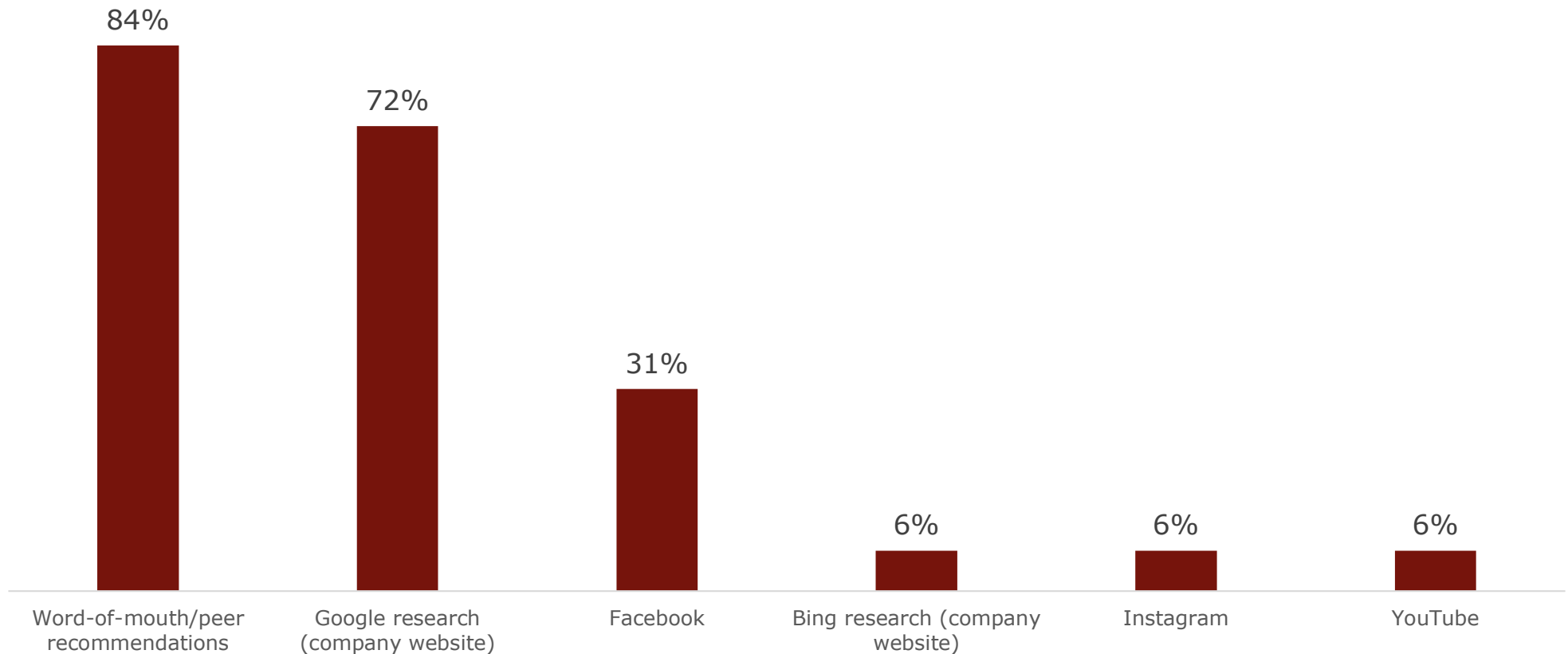


Automation

FCAB should implement automated reservation systems to improve capacity

CSY groups are online and FCAB can reach them through popular channels

Which of the following sources do you use when researching and considering where to book a conference or retreat?



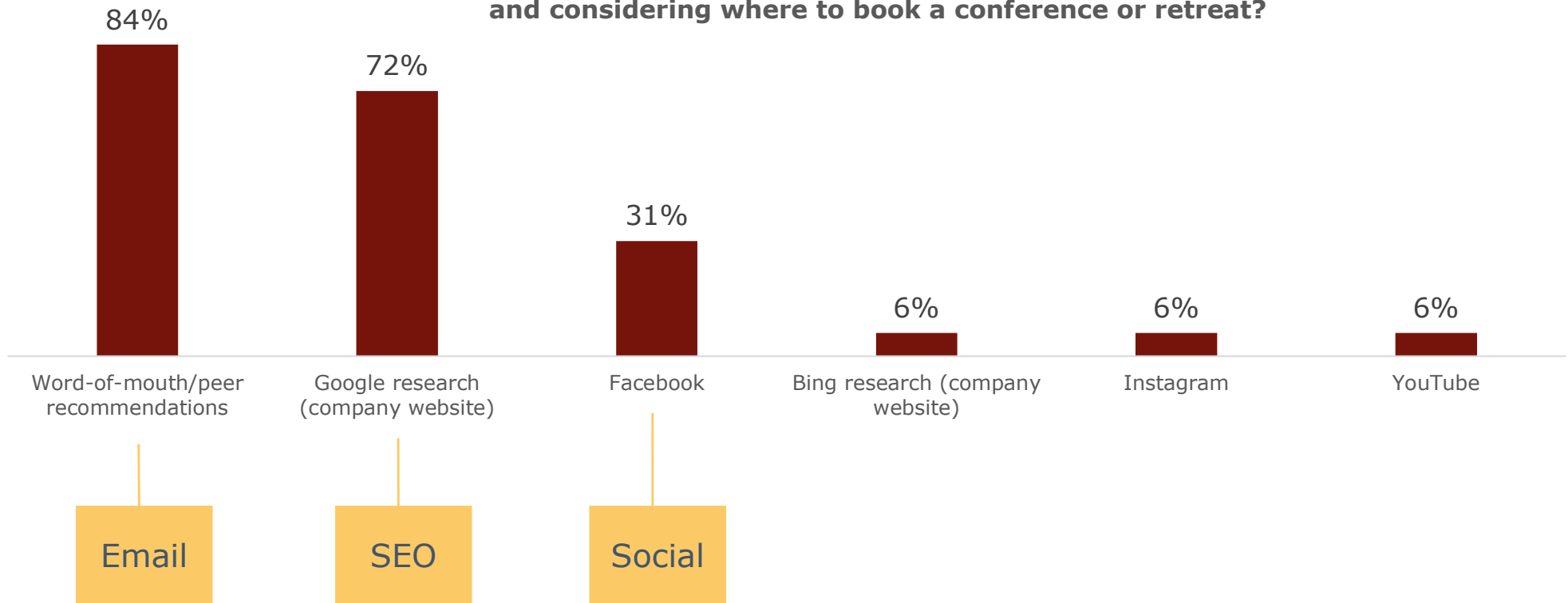
Source: 2018 Customer Survey



**Franklinton
Center
at Bricks**

Utilize email, search engine optimization (SEO), and social media to reach CSYs

Which of the following sources do you use when researching and considering where to book a conference or retreat?



Email, SEO, and social media marketing will allow FCAB to target their consumer base effectively while being cost efficient.

To promote what makes FCAB different from competitors...

	FCAB	Highlander	Cedar Cross Retreat	Wild Acres	Sacred Grove Retreat	Hinton Rural Life	Chestnut Ridge	Mount Shepard
Catering	●		●	●			●	
Lodging	●	●	●	●	●	●	●	●
Event Space	●	●	●		●	●	●	●
Auditorium	●			●				
Programming		●	●	●	●	●	●	●
Mission Focus	●	●		●				
History/ Museum	●			●				

...FCAB must build on its strong, recognizable brand with consistent messaging

Mission

- Focus on racial equity
- Expound on the importance of the mission

History

- Tie into the mission
- Showcase the strength of people of color

Facilities

- Display meeting space, catering, accommodations
- Highlight the incredible service

FCAB offers affordable and welcoming accommodations, a passion for racial equity, and an inspiring heritage.

Focus on four content buckets to showcase what makes FCAB uniquely great

Racial Equity

- Important mission
- Tap into national conversations
- Share content from partners

Why FCAB Matters

- Share customer testimonials
- Excellent service
- Beautiful grounds

Content Buckets

Brickite History

- Share photos, anecdotes, heritage
- Establish legitimacy

Relevant NC History

- Bring current events top of mind by being a voice for what African-Americans are doing now

Email marketing is the most cost effective method for word-of-mouth referrals and customer retention

Emails are...



#1 preferred source of business communication



5X more likely to be seen than a Facebook post



40X more effective at acquiring customers than Facebook or Twitter

Source: CampaignMonitor, eMarketer, Marketing Sherpa, McKinsey & Company

MailChimp is the best email marketing service for non-profits



MailChimp.

- Professional, scalable solution
- Free up to 2,000 subscribers
- Easy to use design solutions

ActiveCampaign >

Drip™

Constant Contact®



Utilize email best practices to benchmark initial campaign and develop key metrics

Email Best Practices

- Aim to send two emails per month
- Design the email so that it is mobile friendly
- Be content focused, yet concise
- Have new material and news, don't overly sell them on FCAB
- Automate booking submission confirmation
- Measure the following metrics:
 - Open rate
 - Click-through rate
 - Conversion
- Change frequency and design of emails to improve metrics

Call to Action – Drive to Website

Concise, quick read soundbites to pique curiosity

Links to Social Media

verizon

TAKE ADVANTAGE OF YOUR PRIORITY SERVICE ADDRESS WITH FASTER SETUP AND THIS EXCLUSIVE OFFER

Your home is already wired, so sign up for this great deal and get America's fastest* Internet.

Learn More

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Improve social media presence through best practices...

Social Media Best Practices

- Use **high quality** pictures
- Ensure **all posts have a message**
 - Keep messaging to the point and easy to read
- Maintain a **personality** consistent across all posts
- Be topical and relevant to what FCAB stands for
- Use **hashtags** to be seen outside of your followers
- Metrics
 - Impression
 - Engagement
- Post frequently
 - Twitter – post every few days
 - Facebook – post every week

...while focusing on FCAB's values



Celebrating individuals



Promoting and showcasing Events

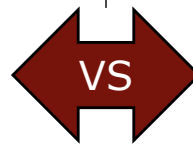


Exemplifying what makes FCAB special



Sharing relevant posts/articles

Focus on the most important aspect of social media posts – imagery



Bring FCAB to page #1 in Google search

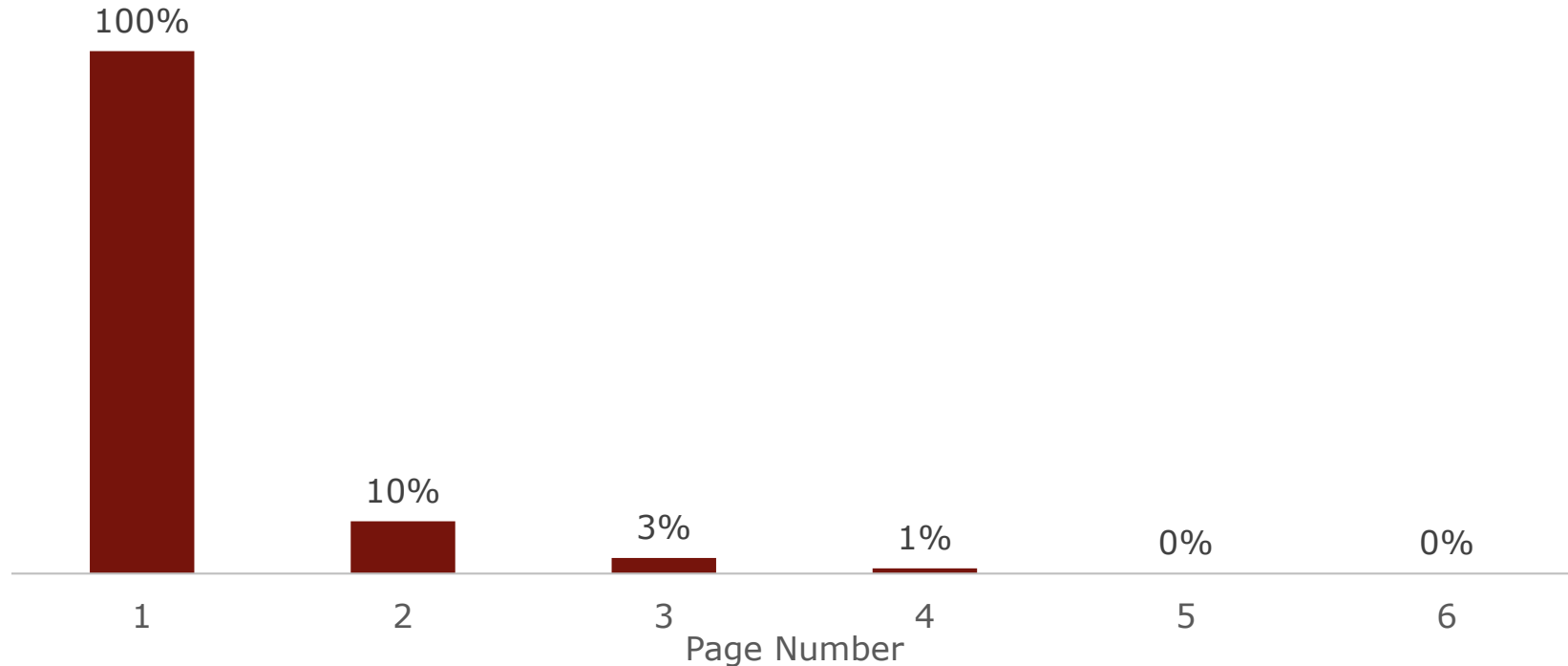
The screenshot shows a Google search for "north carolina social justice center". The search results page displays the following information:

- Search Results:** About 8,370 results (0.45 seconds)
- Title:** The Franklinton Center at Bricks
- URL:** franklinton.uccpages.org/
- Description:** Franklinton Center at Bricks is a former slave plantation that was transformed into one of the the first accredited schools for African Americans in the South. Today, it is a conference, retreat, and educational facility focusing on justice advocacy and leadership development. Franklinton Center also serves the local community ...
- Visit History:** You've visited this page many times. Last visit: 4/11/18
- Related Links:**
 - Contact Us:** View Franklinton Center at Bricks in a larger map. The Franklinton ...
 - Accommodations:** Several accommodation options are available for visitors to ...
 - Programs:** Ongoing programs at Franklinton Center at Bricks include the Just ...
 - More results from uccpages.org »**
 - About:** Call for Volunteers - FCAB is looking for a General Contractor ...
 - Amenities:** The 250 acres of Franklinton Center at Bricks is perfect for ...
 - Events:** May 18, 2016: Franklinton Center at Bricks will host The African ...
- Knowledge Panel:** Franklinton Center at Bricks. Website, Directions, 4.5 stars (15 reviews), Conference center. Address: 281 South ... Phone: (252) 437-1 ...



The majority of browsers don't move past the first page

Traffic per Page of Google Results



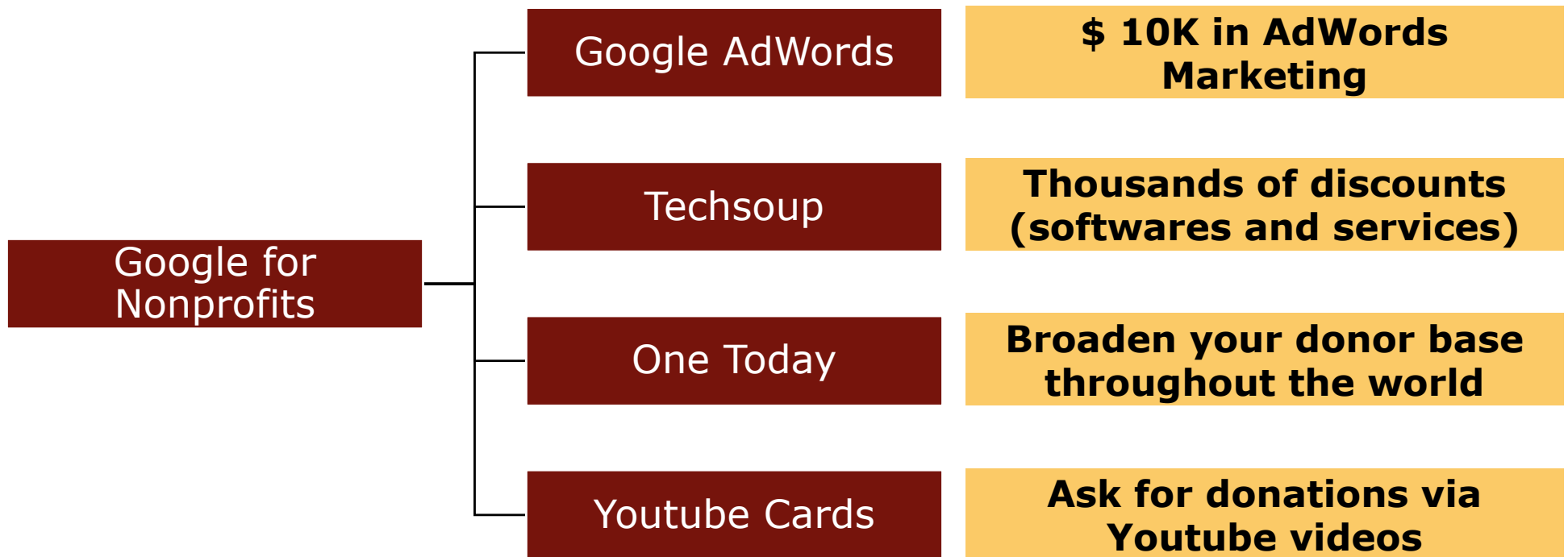
Source: protofuse.com

Content based SEO will help get FCAB onto page #1

SEO Best Practices

- Utilize **keywords** based on what your consumers use to search
 - “Retreat”
 - “Conference”
 - “Justice”
 - “African American”
- Cross market with **partners and blogs** to link back to the FCAB site
- Create **original content** to draw people into the FCAB site
- Ensure the website has **no broken links** to lose viewers

Google for Nonprofits will unlock additional free marketing features to increase customer attraction



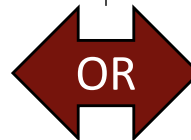
A new logo will jumpstart the rebranding of FCAB...



Franklinton
Center
at Bricks



FRANKLINTON CENTER
at Bricks



FRANKLINTON
CENTER AT
BRICKS

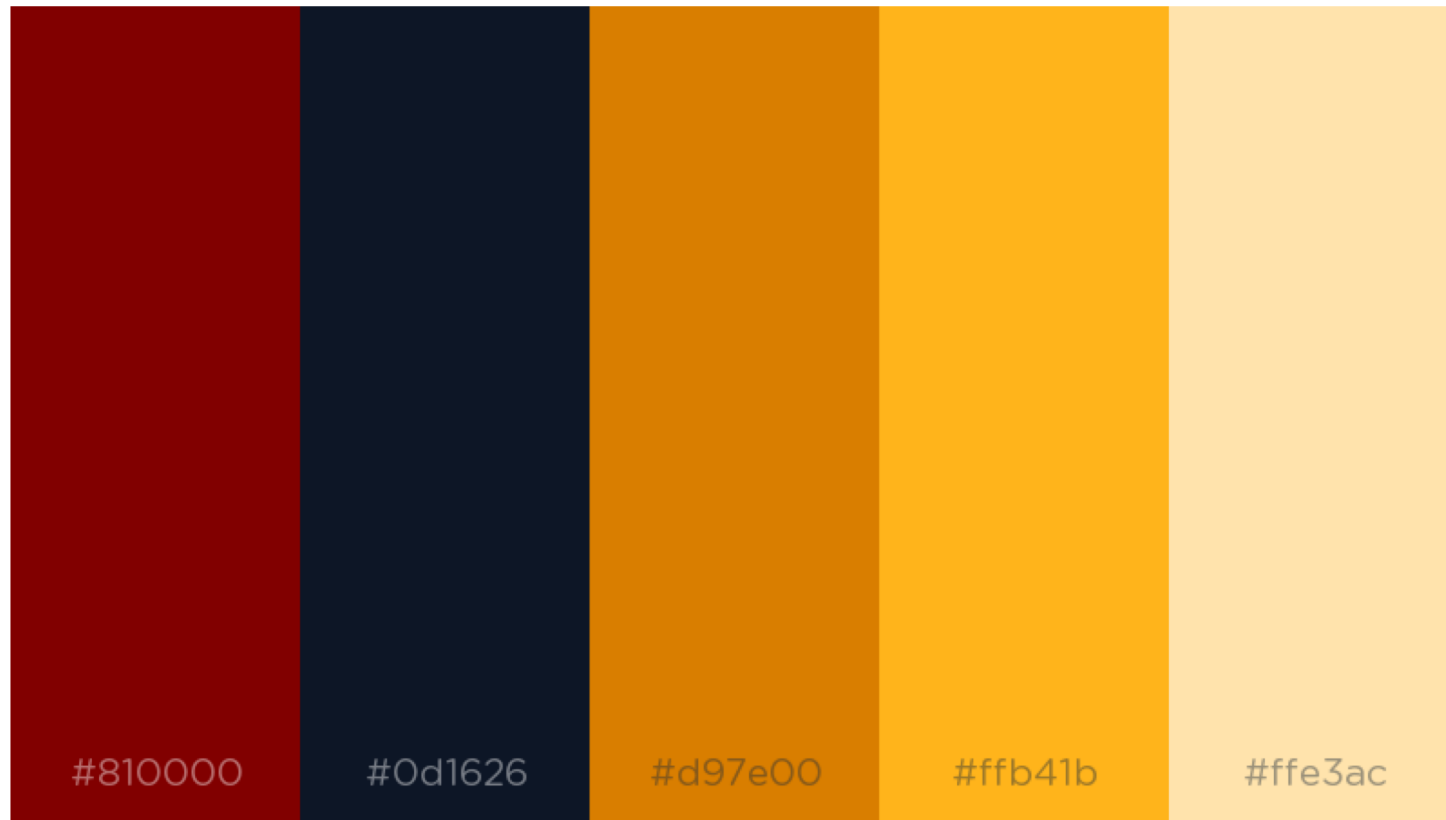


FRANKLINTON CENTER
AT BRICKS

Designer: Brittany Denise Ball



...as will a revamped color palette

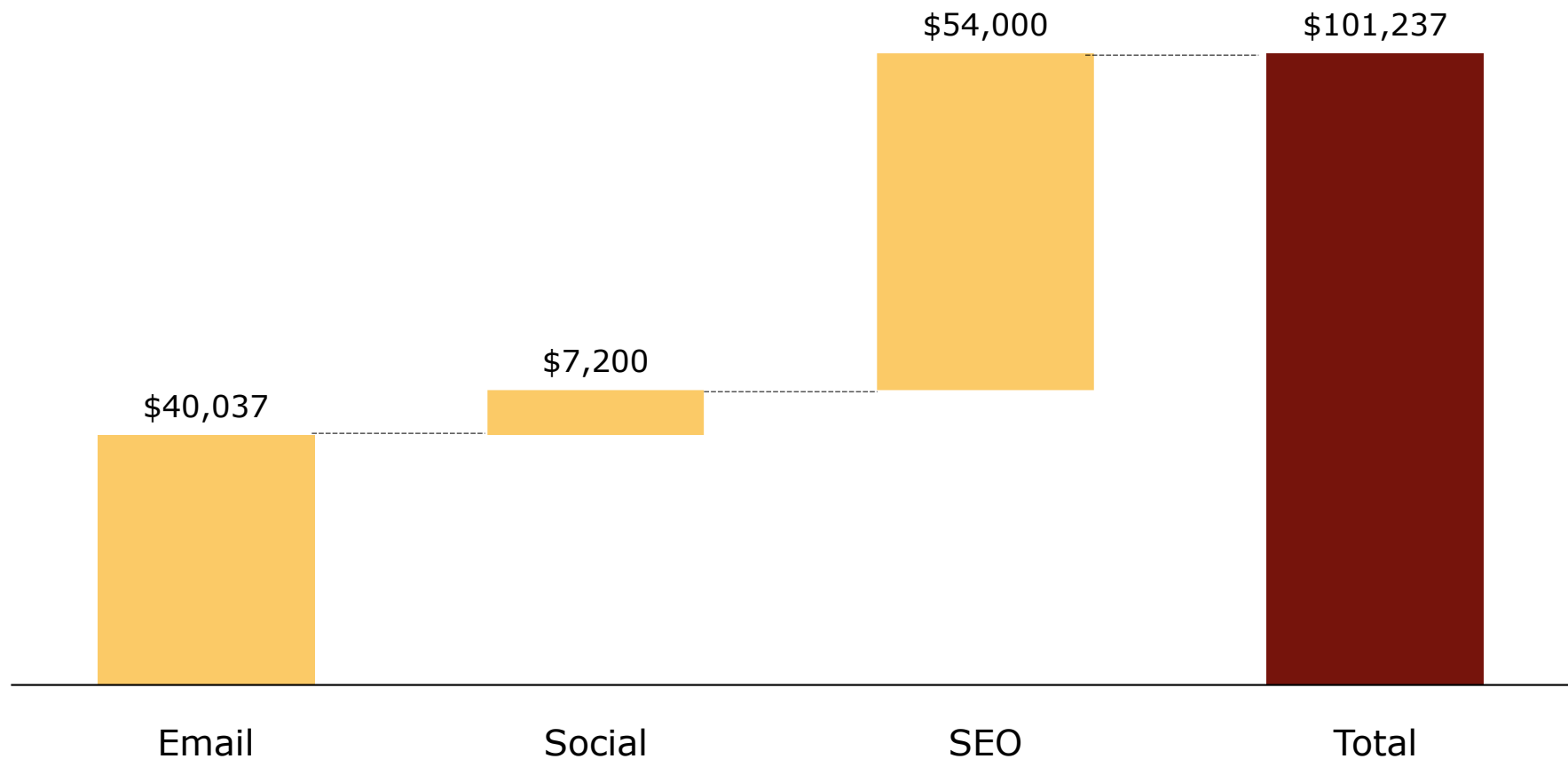


Designer: Brittany Denise Ball



FCAB will see positive returns by ramping up free marketing initiatives to drive awareness

Projected 2019 Incremental Income (\$)





Targeting

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Pricing

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Promotion

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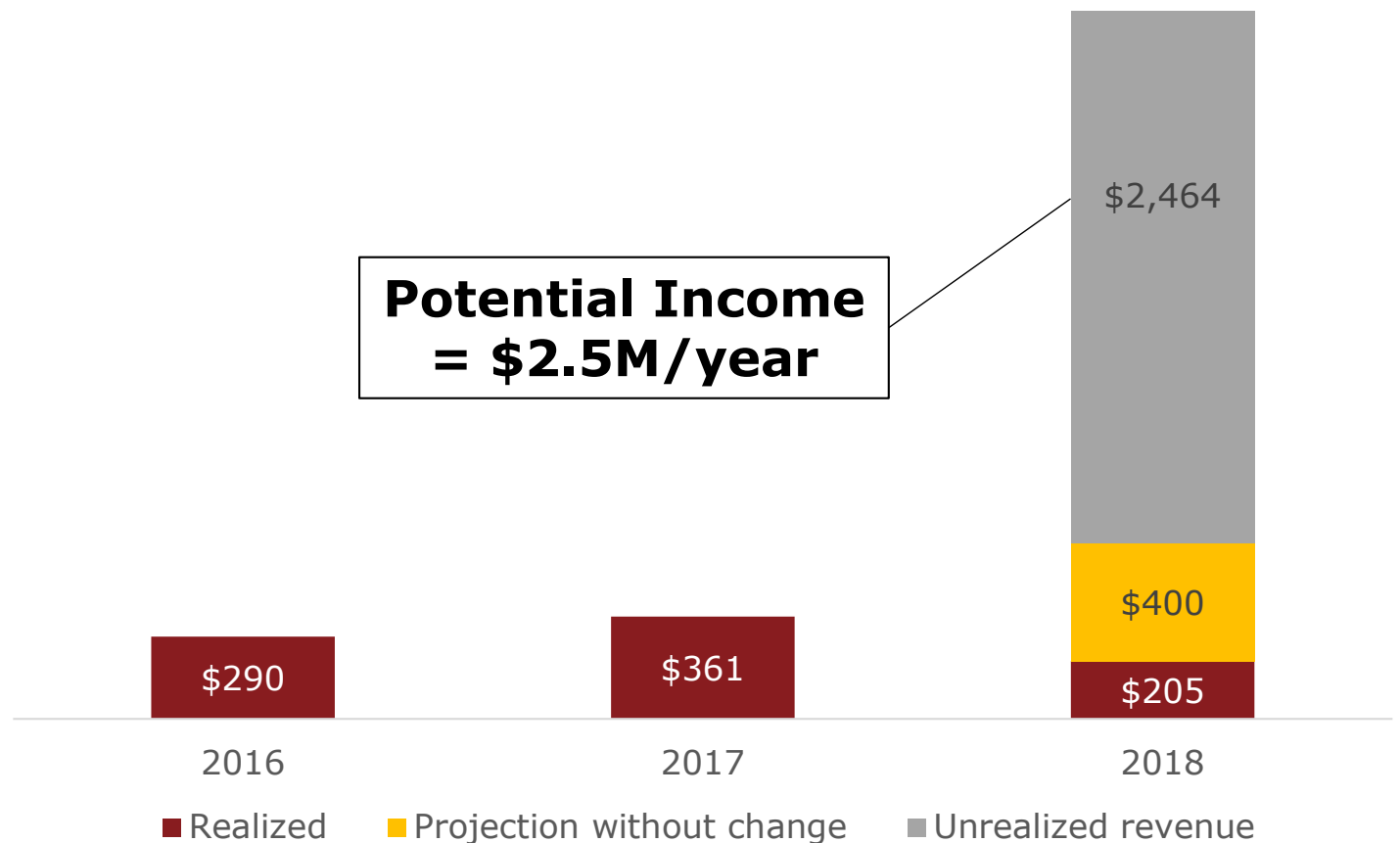
Automation

FCAB should implement automated reservation systems to improve capacity

FCAB's potential income is large, but limited capacity is an obstacle

Realized and Potential Income (\$K)

Utilization rates:
2016: 40%
2017: 46%



New administrative systems can ensure better reservation and financial processes

100%

Staff Utilization

40%

Of staff time is spent on
Finances, Accounting, Office
Management and Logistics



Automation for booking systems represents a major opportunity to free ~20% staff capacity and allow staff to spend more time on income-generating activities

Potential Capacity Improvements



Reservation System

Streamline current reservation system which is highly manual and uses a large portion of staff capacity



Credit Card Capability

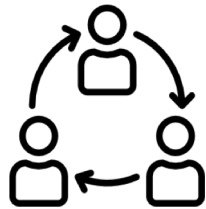
Offer the ability for customers to pay with credit card to reflect changing standards



Ordering Purchases

Optimize buying patterns of food and laundry to more efficiently use capital

A new booking system will free up capacity and manage operations more efficiently



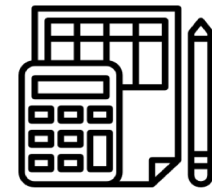
Capacity

- Opens up 20% staff time that can be used for handling additional events, better customer service, and networking



Accounting Practices

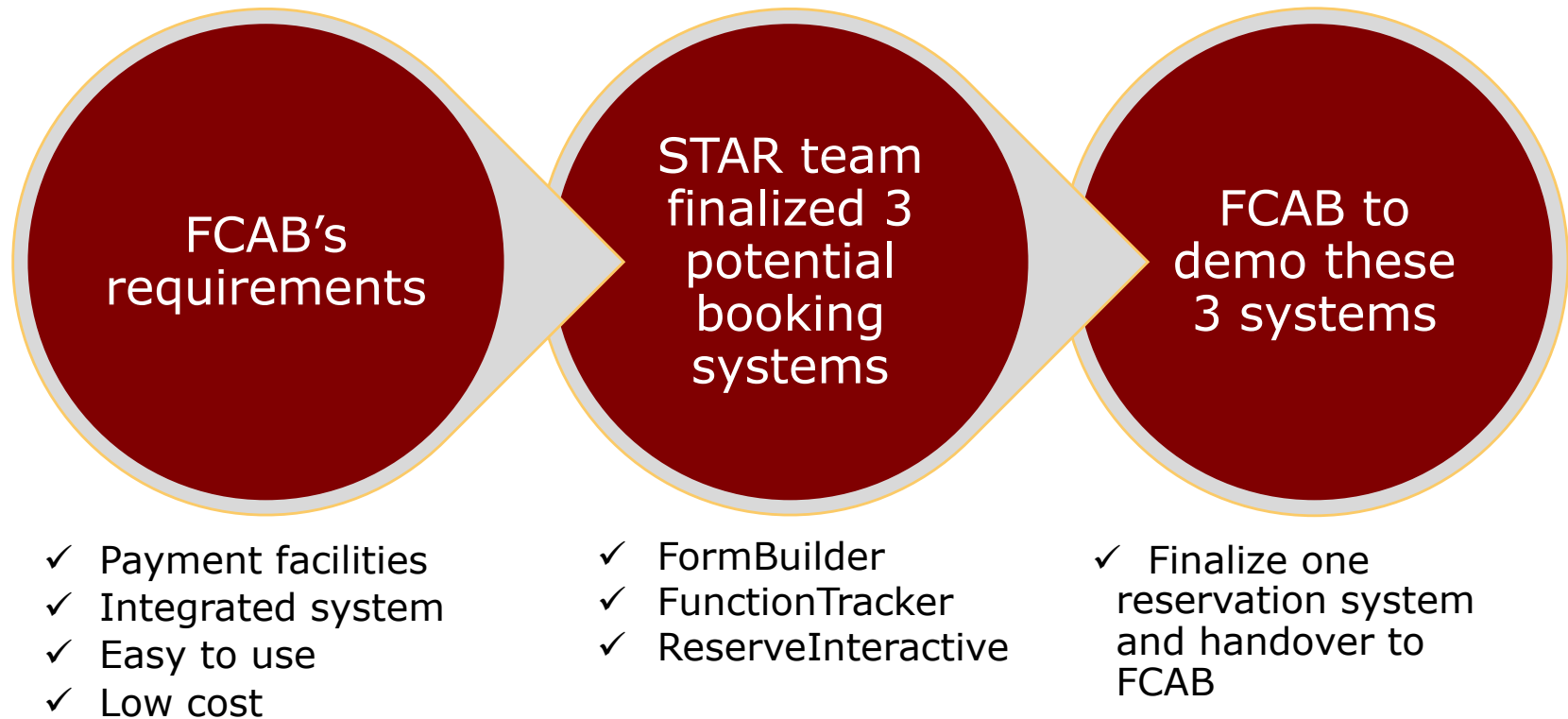
- No manual errors
- Payments can be tracked and recorded in real time
- Digital records will be available with booking system



Data Management

- Customer data records
- Used for promotions, marketing, etc.
- Analyze seasonality to allocate time for networking and marketing

Three booking systems meet FCAB's requirements and should be demo'd promptly



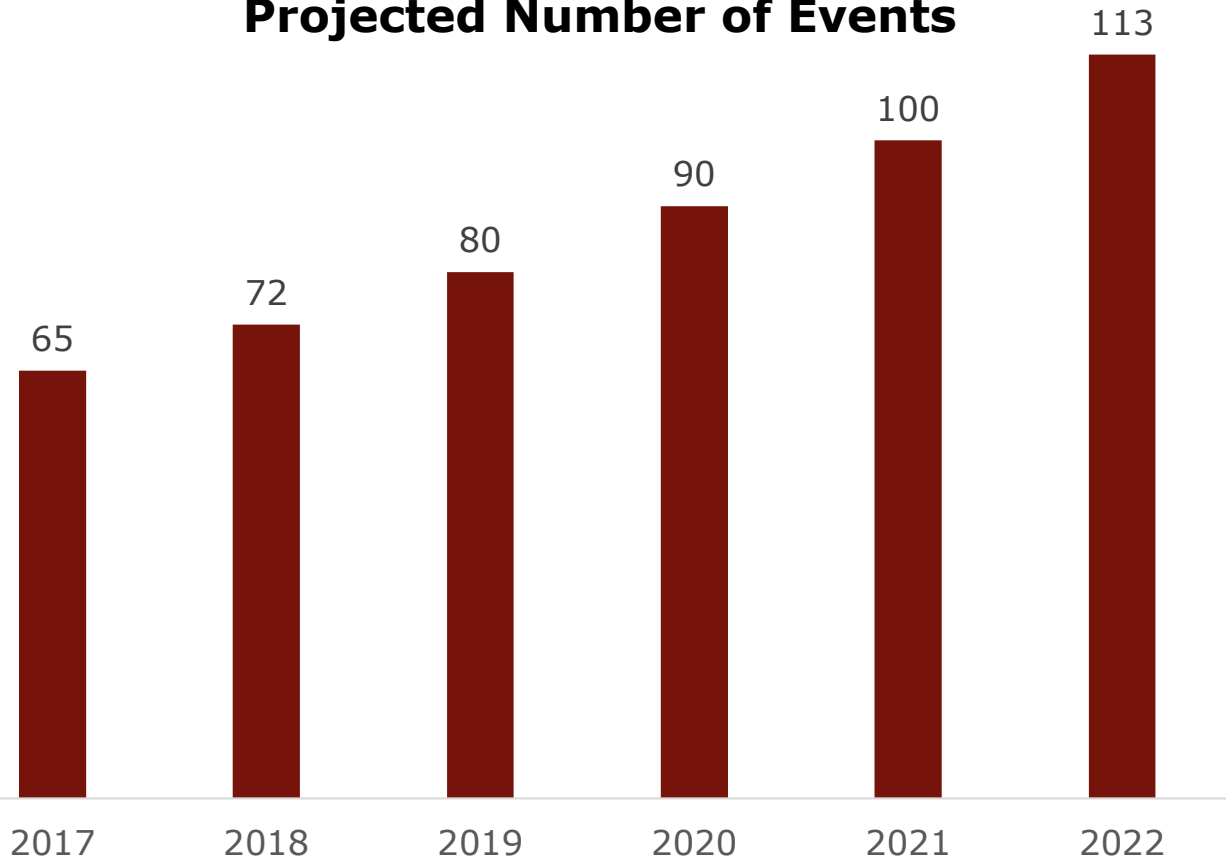
The 3 potential booking systems are priced in the range of \$70-\$100 per month

FCAB can host 40 additional events and increase earned income by \$200K in 2022 through the new booking system

FCAB can handle additional 40 events per year due to the 20% extra staff time

In 2022 FCAB can increase income by \$200K

Projected Number of Events



Key Question

The **UNC STAR Team** has been brought into identify how FCAB can most effectively increase mission-aligned earned income from \$361K to \$788K annually by December 31, 2022.



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Promotion

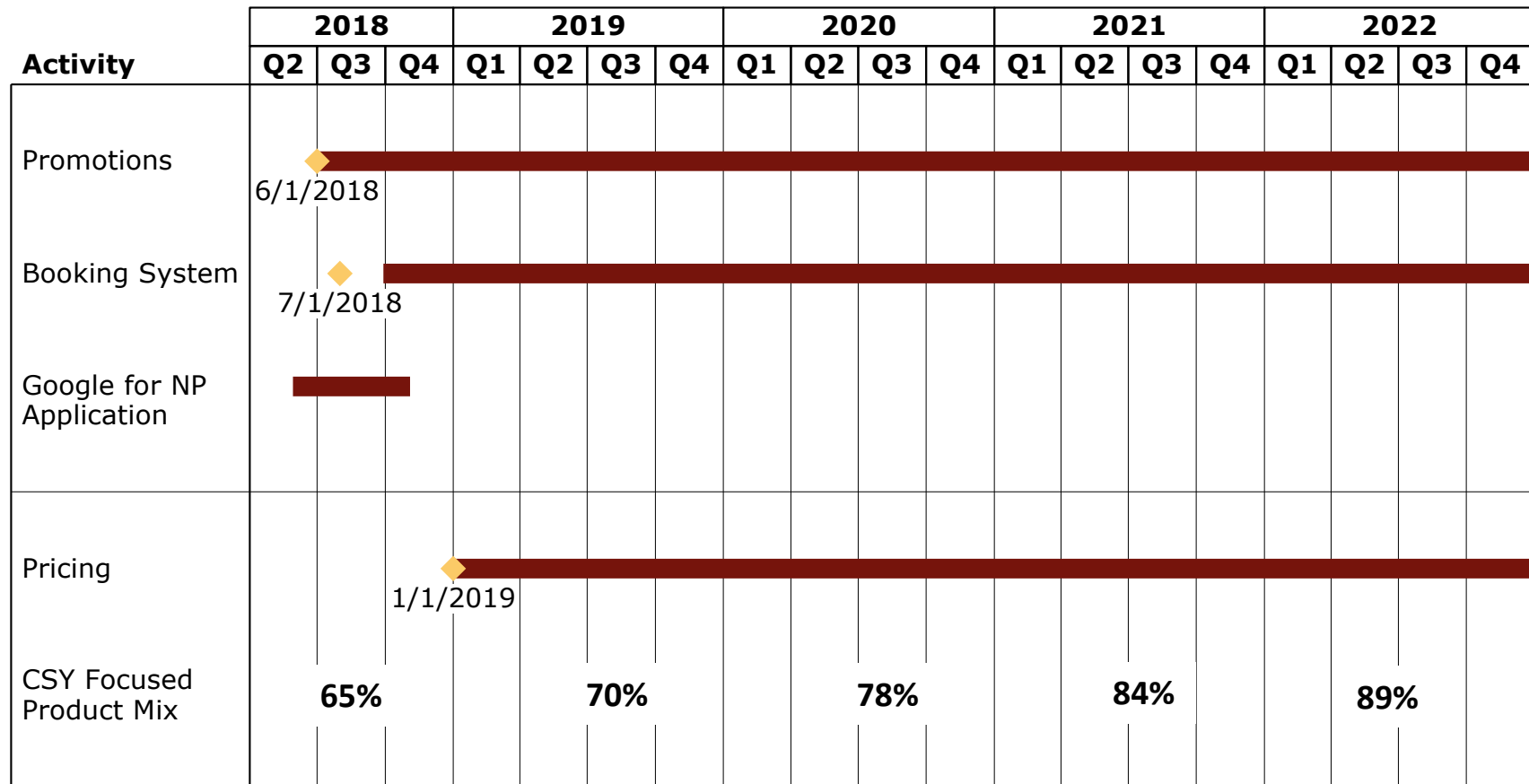
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Automation

FCAB should implement automated reservation systems to improve capacity

Recommendations should be implemented as soon as possible and continued moving forward

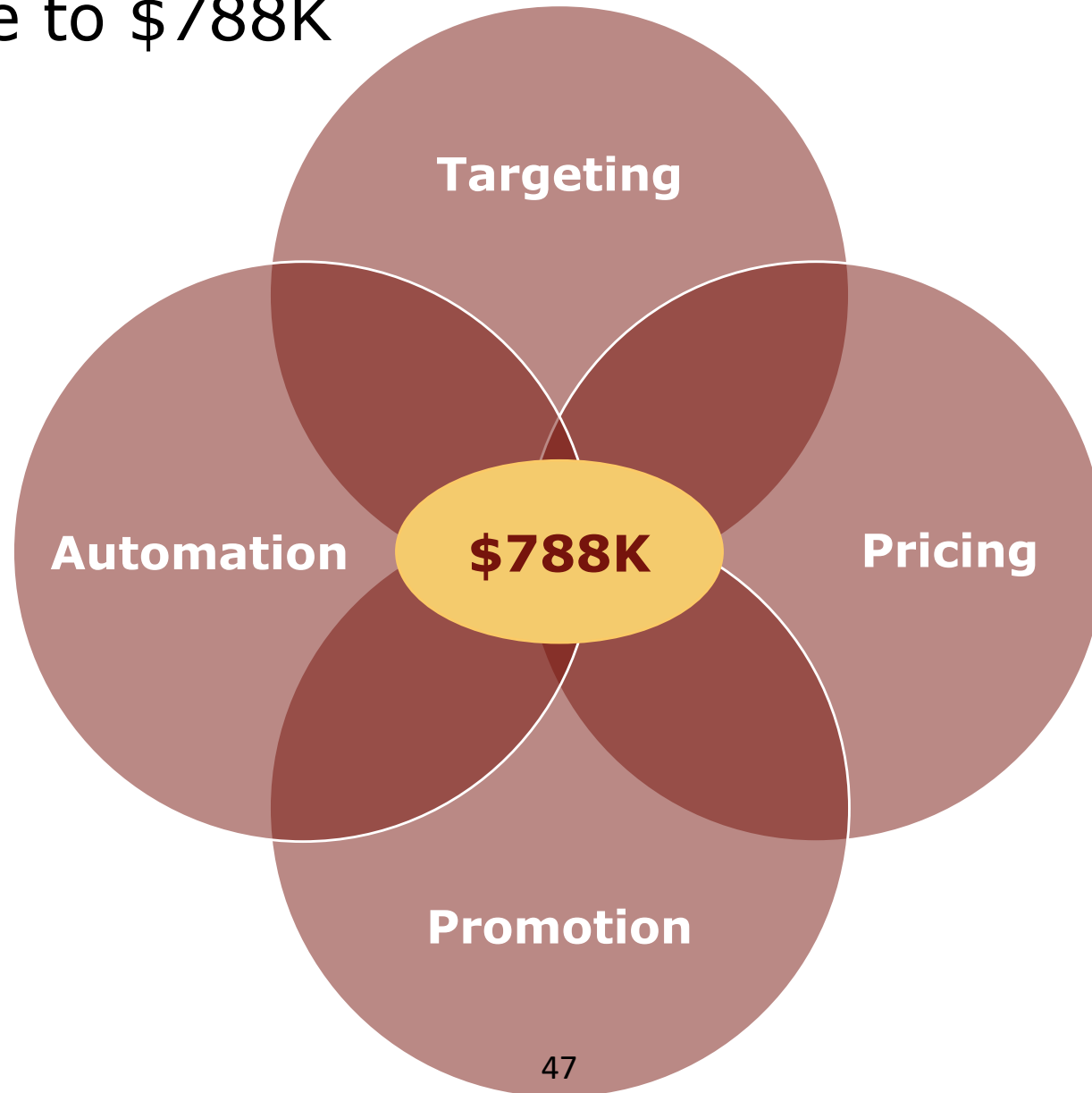


▲
5/4/2018

There are some risks associated with this plan but they can be mitigated

	Risk	Mitigation
CSYs	Lose family reunions and weddings	Provide specific timelines for these bookings
Pricing	Market does not accept pricing	Use scaling, bundling and seasonality strategies
Promotions	Sustainability after marketing intern leaves	Consider part-time marketing intern
Automation	Training takes longer than anticipated	Negotiate with software company for training sessions

Implementing these initiatives will grow earned income to \$788K



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Faculty Advisor



Nick Didow
Faculty Advisor



Appendix

Pro-forma – scenario with no price change

Conservative Pro-forma							
Year	2016	2017	2018	2019	2020	2021	2022
Events Revenue	\$290	\$362	\$400	\$440	\$484	\$533	\$586
Events Cost	(\$331)	(\$338)	(\$280)	(\$308)	(\$339)	(\$373)	(\$410)
Gross Margin	(\$41)	\$24	\$120	\$132	\$145	\$160	\$176
Utilization (Hosp 2 only)	40%	46%	51%	56%	62%	68%	75%
Market Share	1.2%	1.4%	1.6%	1.8%	1.9%	2.1%	2.3%
Events							
Conservative (lose 10%)	60	65	72	79	87	95	105
Growth			10%	10%	10%	10%	10%
Overall Revenue							
SG&A	(\$60)	(\$312)	(\$328)	(\$344)	(\$361)	(\$379)	(\$398)
Operational Profit	(\$101)	(\$288)	(\$207)	(\$212)	(\$216)	(\$219)	(\$222)
Other Income (Grants and Fundraising)	\$92	\$227	\$342	\$308	\$277	\$249	\$224
Net Profit	(\$9)	(\$61)	\$135	\$96	\$61	\$30	\$2

Parameters					
Price	\$ 80		SG&A Growth	5%	
Rooms Rented per event	28		Cost Percentage	70%	
Duration of Events	2.5	days	Grants loss	10%	per year

Pro-forma – price change and -10% events

Conservative Pro-forma							
Year	2016	2017	2018	2019	2020	2021	2022
Events Revenue	\$290	\$362	\$400	\$450	\$495	\$545	\$600
Events Cost	(\$331)	(\$338)	(\$240)	(\$270)	(\$297)	(\$327)	(\$360)
Gross Margin	(\$41)	\$24	\$160	\$180	\$198	\$218	\$240
Utilization (Hosp 2 only)	40%	46%	51%	46%	51%	56%	61%
Market Share	1.2%	1.4%	1.6%	1.8%	2.0%	2.2%	2.4%
Events							
Conservative (lose 10%)	60	65	72	64	71	78	86
Growth			10%	-10%	10%	10%	10%
Overall Revenue							
SG&A	(\$60)	(\$312)	(\$328)	(\$344)	(\$361)	(\$379)	(\$398)
Operational Profit	(\$101)	(\$288)	(\$167)	(\$164)	(\$163)	(\$161)	(\$158)
Other Income (Grants and Fundraising)	\$92	\$227	\$342	\$308	\$277	\$249	\$224
Net Profit	(\$9)	(\$61)	\$175	\$144	\$114	\$88	\$66

Parameters					
Price	\$ 100		SG&A Growth	5%	
Rooms Rented per event	28		Cost Percentage	60%	
Duration of Events	2.5	days	Grants loss	10%	per year

Pro-forma – price change and no events loss

Conservative Pro-forma							
Year	2016	2017	2018	2019	2020	2021	2022
Events Revenue	\$290	\$362	\$400	\$501	\$561	\$628	\$703
Events Cost	(\$331)	(\$338)	(\$240)	(\$300)	(\$336)	(\$377)	(\$422)
Gross Margin	(\$41)	\$24	\$160	\$200	\$224	\$251	\$281
Utilization (Hosp 2 only)	40%	46%	51%	51%	57%	64%	72%
Market Share	1.2%	1.4%	1.6%	2.0%	2.2%	2.5%	2.8%
Events							
Conservative (lose 10%)	60	65	72	72	80	90	100
Growth			10%	0%	12%	12%	12%
Overall Revenue							
SG&A	(\$60)	(\$312)	(\$328)	(\$344)	(\$361)	(\$379)	(\$398)
Operational Profit	(\$101)	(\$288)	(\$167)	(\$144)	(\$137)	(\$128)	(\$117)
Other Income (Grants and Fundraising)	\$92	\$227	\$342	\$308	\$277	\$249	\$224
Net Profit	(\$9)	(\$61)	\$175	\$164	\$140	\$121	\$107

Parameters					
Price	\$ 100		SG&A Growth	5%	
Rooms Rented per event	28		Cost Percentage	60%	
Duration of Events	2.5	days	Grants loss	10%	per year

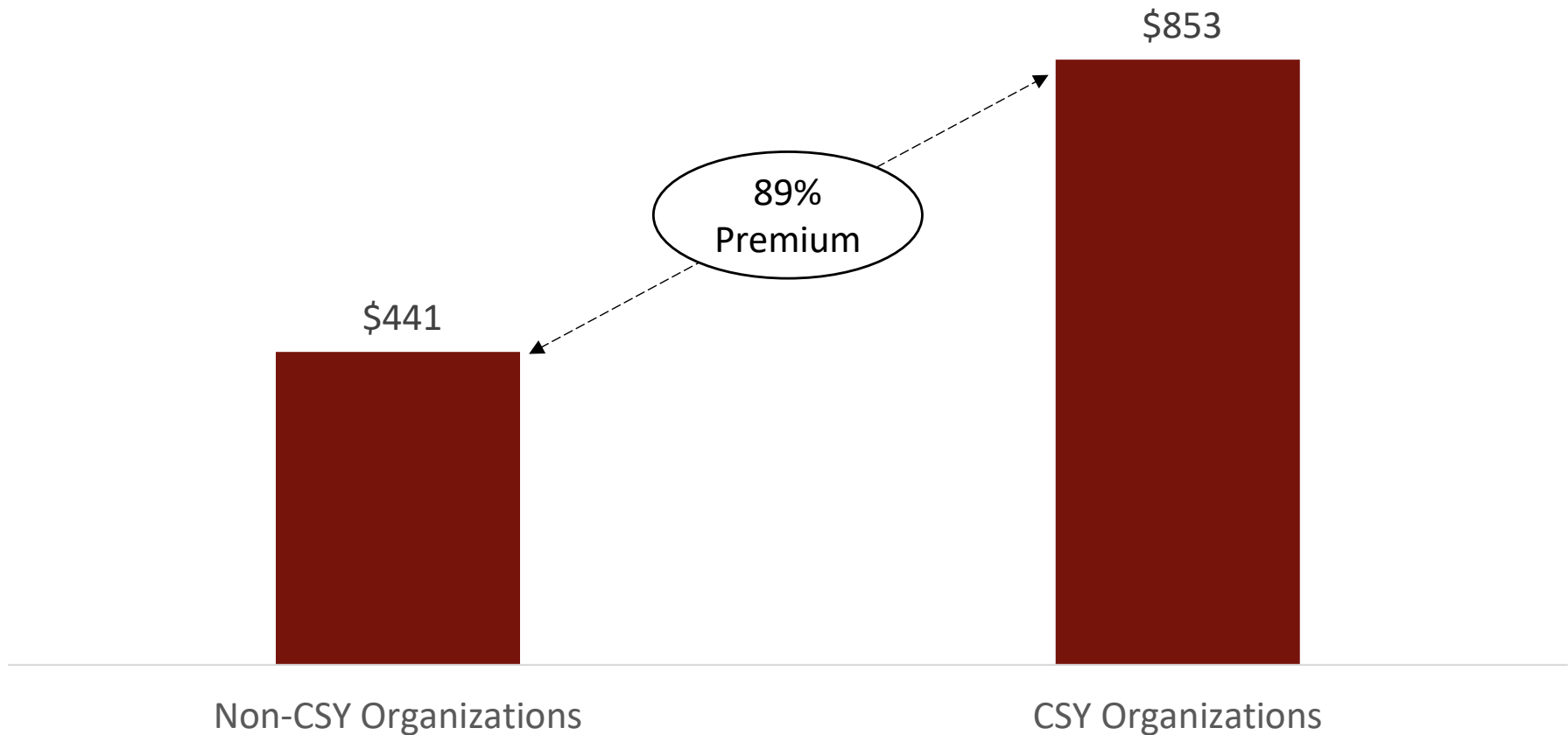
Pro-forma – price change and +12% events

Conservative Pro-forma							
Year	2016	2017	2018	2019	2020	2021	2022
Events Revenue	\$290	\$362	\$400	\$561	\$628	\$703	\$788
Events Cost	(\$331)	(\$338)	(\$240)	(\$336)	(\$377)	(\$422)	(\$473)
Gross Margin	(\$41)	\$24	\$160	\$224	\$251	\$281	\$315
Utilization (Hosp 2 only)	40%	46%	51%	57%	64%	72%	80%
Market Share	1.2%	1.4%	1.6%	2.2%	2.5%	2.8%	3.2%
Events							
Conservative (lose 10%)	60	65	72	80	90	100	113
Growth			10%	12%	12%	12%	12%
Overall Revenue							
SG&A	(\$60)	(\$312)	(\$328)	(\$344)	(\$361)	(\$379)	(\$398)
Operational Profit	(\$101)	(\$288)	(\$167)	(\$120)	(\$110)	(\$98)	(\$83)
Other Income (Grants and Fundraising)	\$92	\$227	\$342	\$308	\$277	\$249	\$224
Net Profit	(\$9)	(\$61)	\$175	\$188	\$167	\$151	\$141

Parameters					
Price	\$ 100		SG&A Growth	5%	
Rooms Rented per event	28		Cost Percentage	60%	
Duration of Events	2.5	days	Grants loss	10%	per year

CSYs will pay an 89% premium for conference services

Conference Room Rental Price



Source: 2018 Customer Survey

Survey data show that customers want to pay less for catering services

Meal	Insight
Breakfast	41% of customers would only pay up to \$8
Lunch	58% of customers would only pay up to \$12
Dinner	32% of customers would only pay up to \$12

A new pricing and automated reservation system will help increase FCAB's income

A \$20 increase in event rental fee would have raised ~\$88K in income in the short-run, and also give FCAB bandwidth to serve additional customers acquired through marketing

Automated reservation system will reduce time spent on administrative tasks by 20%, put FCAB on the path to new accounting practices and better customer experience

CSY market is large enough to be sustainable

Market Size (NC)

\$25M

FCAB Market Share

1.5%

CSY Demographics

109 average attendees per event

2.4 average days per event

\$605K average annual budget

Source: Osiris Market Data; 2017 Events Calendar; 2018 Customer Survey

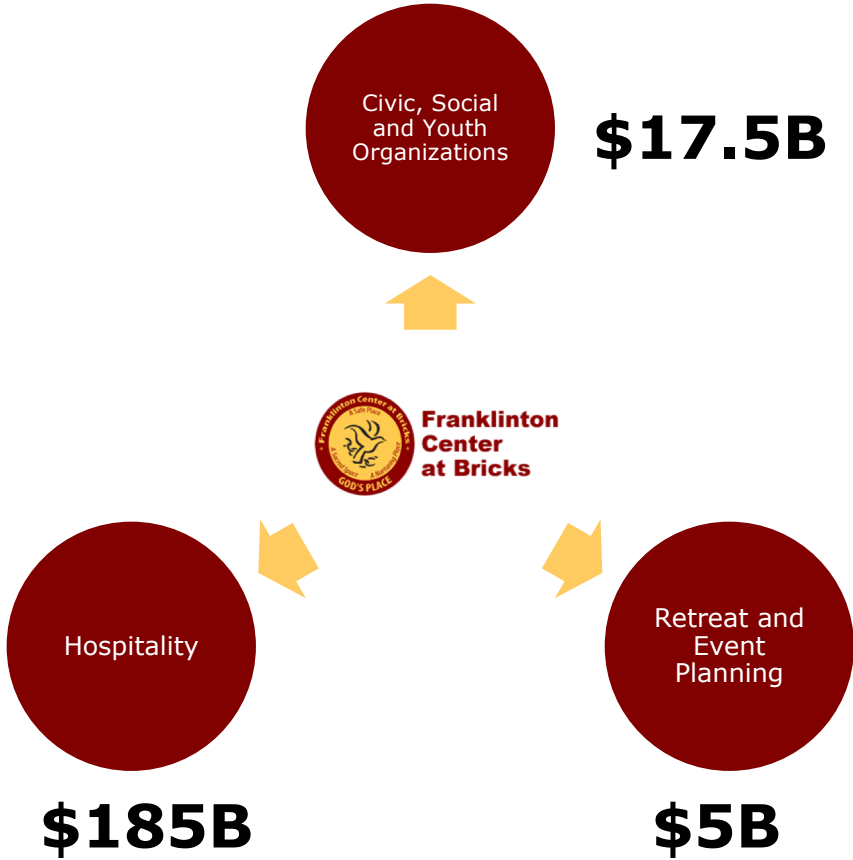
FCAB has the potential to offer more than just its core business of retreats and conferences

FCAB Core Competencies



Source: Customer Surveys & Employee Interviews

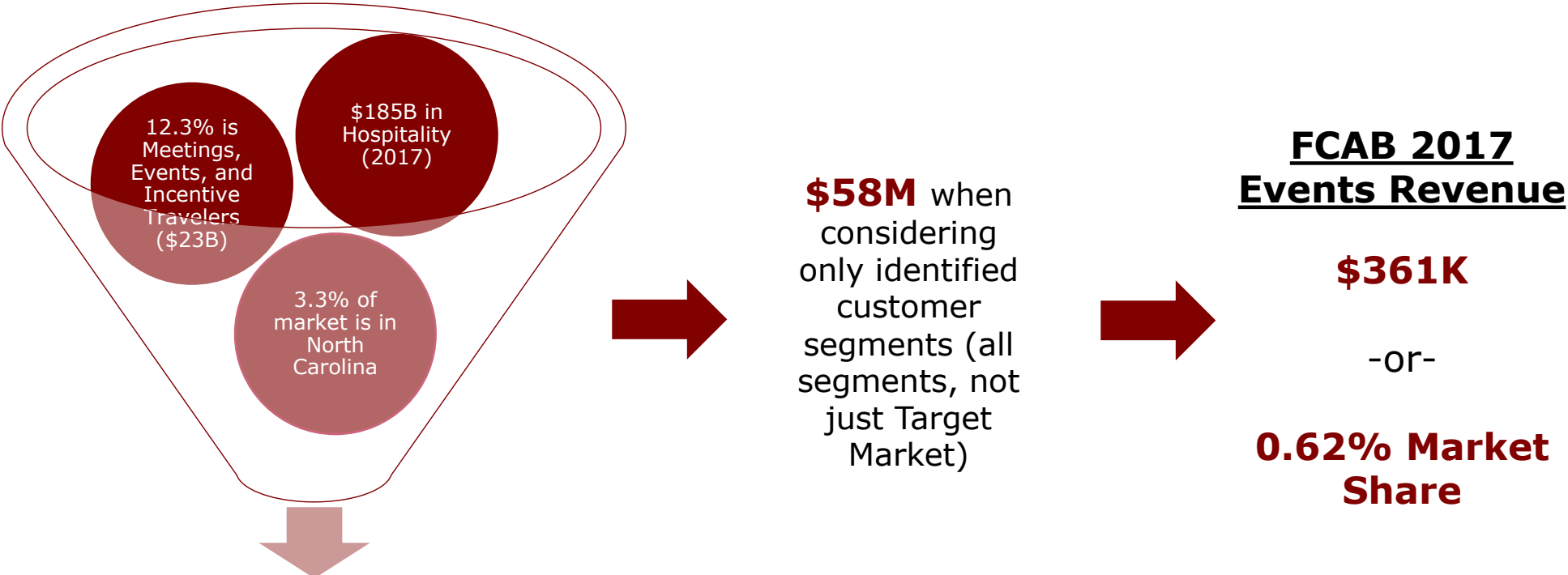
FCAB National Market



Source: IBIS Industry Reports - US Annual Revenue



Meetings, events, and incentive travel also represents strong market potential



Source: IBIS Industry Reports, Orbis company data, 2017 Events Calendar, FCAB internal financial data

Capacity constraints and profitability represent obstacles in going after this entire potential market

Customer segments can be broken down into four categories to identify revenue opportunities

Mission-Aligned CSYs

Aligned with mission and inspired by story

- Social Justice Mission
- POC-Led
- Grassroots Organizations



Organizationally-Aligned

Partnered with UCC and FCAB

- United Church of Christ
- Southern Conference
- Affiliated Ministries



- Businesses >20 Employees
- Trainings & Events
- Family Reunions & Weddings
- Located in Tri-County Area or Wake County



- Historic Ties to FCAB
- Board Members
- Friends/Family



Local Businesses & Families

Nearby and in need of affordable space

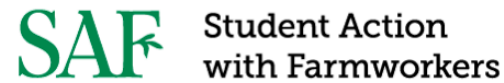
Alumni & Brickites

Part of the FCAB "family"



Sample of customers surveyed

THE
CONSERVATION FUND



Survey demographics

- 67% identified as Civic, Social or Youth organizations
- 78% have traveled out of state for a conference/retreat
- 63% had been to FCAB
- 50% were not eligible for discounted hospitality rates; 18% were; 32% did not know;
- 76% of respondents were based in NC, 24% from out-of-state
- 109 = average number of attendees
- 2.4 = average # of days/conference
- Average annual budget – \$605,111

- States covered: California, Georgia, Illinois, Maryland, North Carolina, Virginia

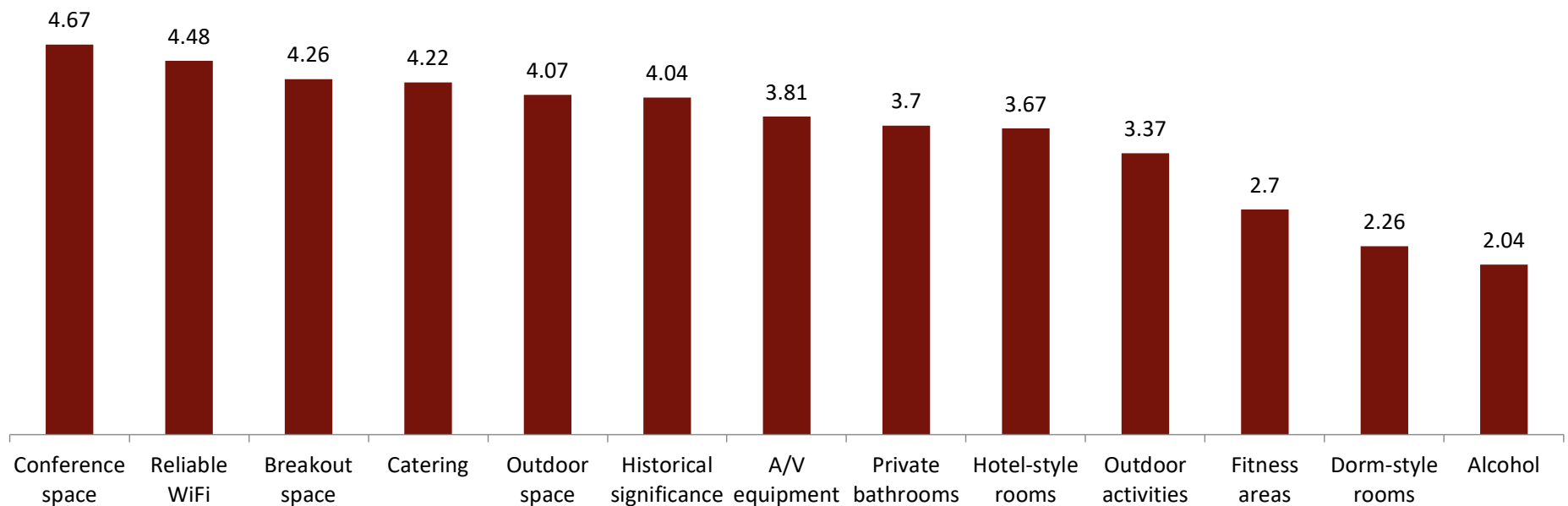
Pricing Analysis

What is the maximum you would be willing to pay for each of these?

Item	Average	Min	Max
Annual Budget	650,111	2,000	2,200,000
One-day Conference Room Rental	880	0	5,000
Hotel-style Room (per night)	112	45	150
Dorm-style Room (per night)	68	38	200
Breakfast	11	6	30
Lunch	14	9	30
Dinner	18	10	40
Dinner w/ Alcohol	25	10	40

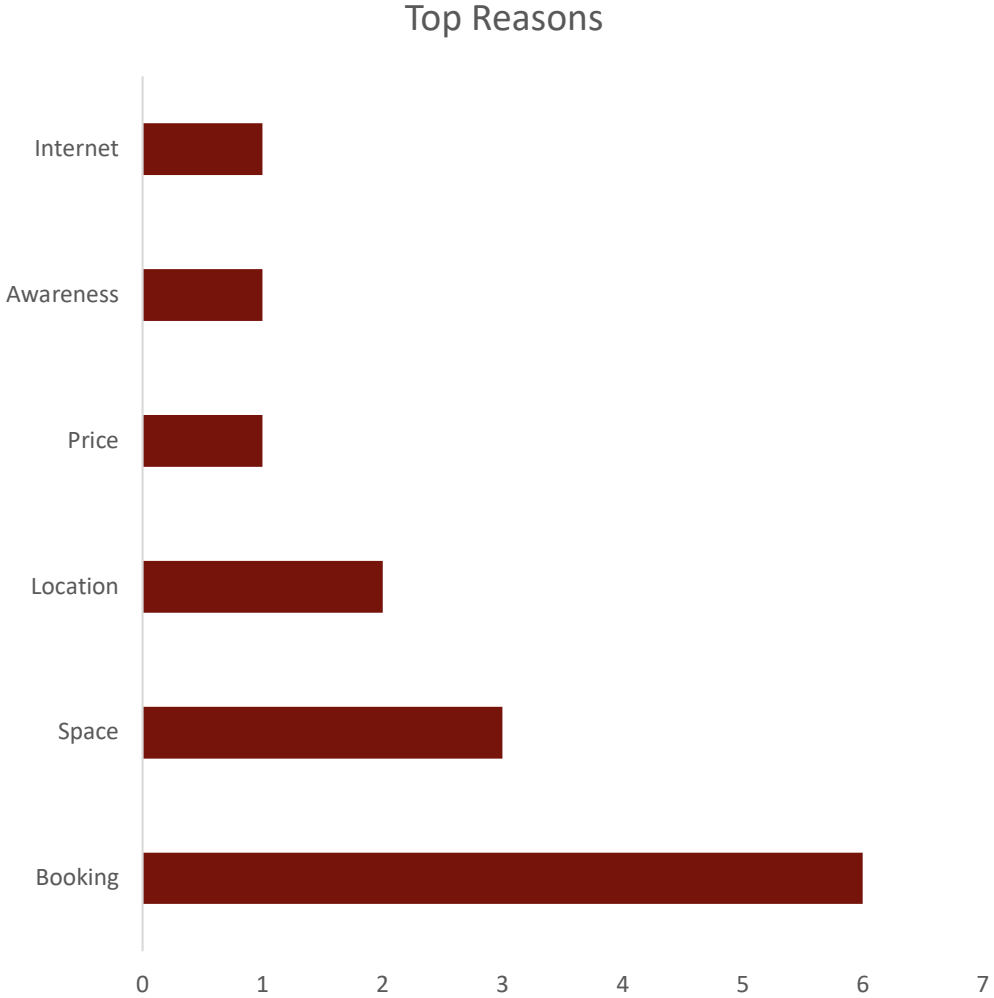
Capability rankings

When making a retreat or conference booking decision, how important are the following attributes of a potential center or location?



- Reliable WiFi is “extremely important”
- Historical significance is “very important”
- Alcohol & Dorm-style rooms are “not so important”

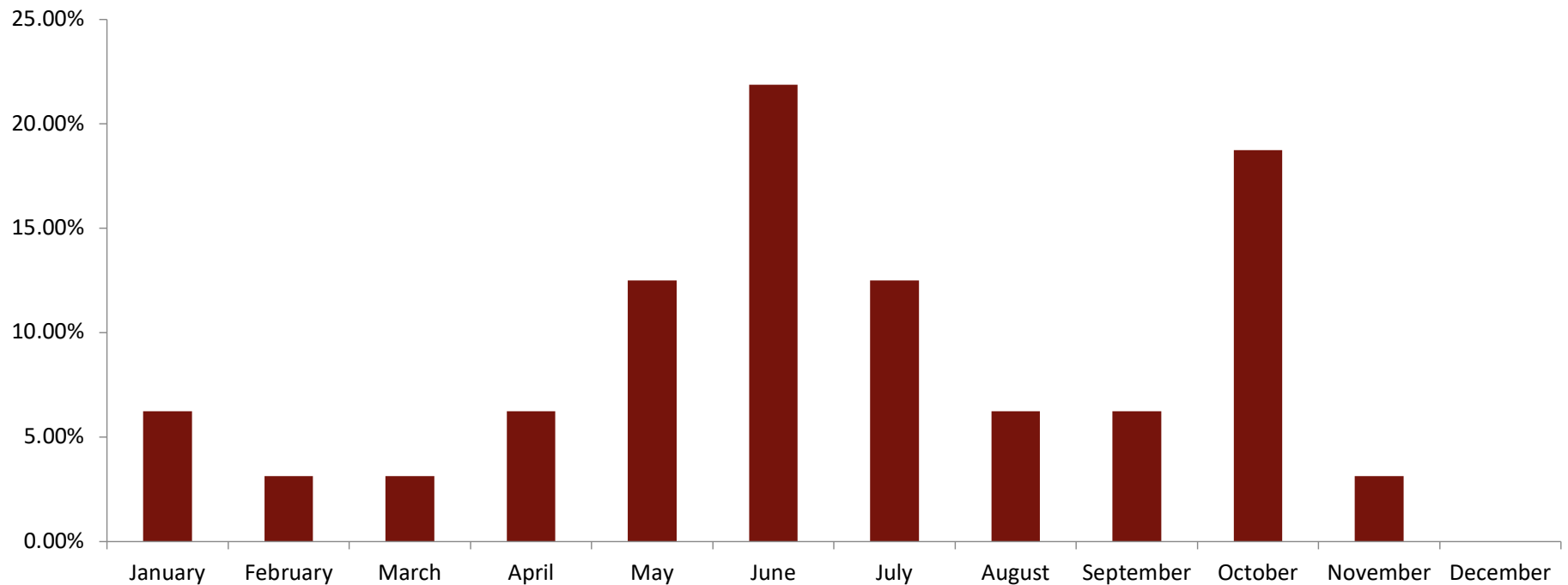
Reasons for not using FCAB



- “Space” consists of total available space and break out spaces being too small
- “Booking” consists of not having availability on a certain date, not following back up with customers, and requests not being accepted

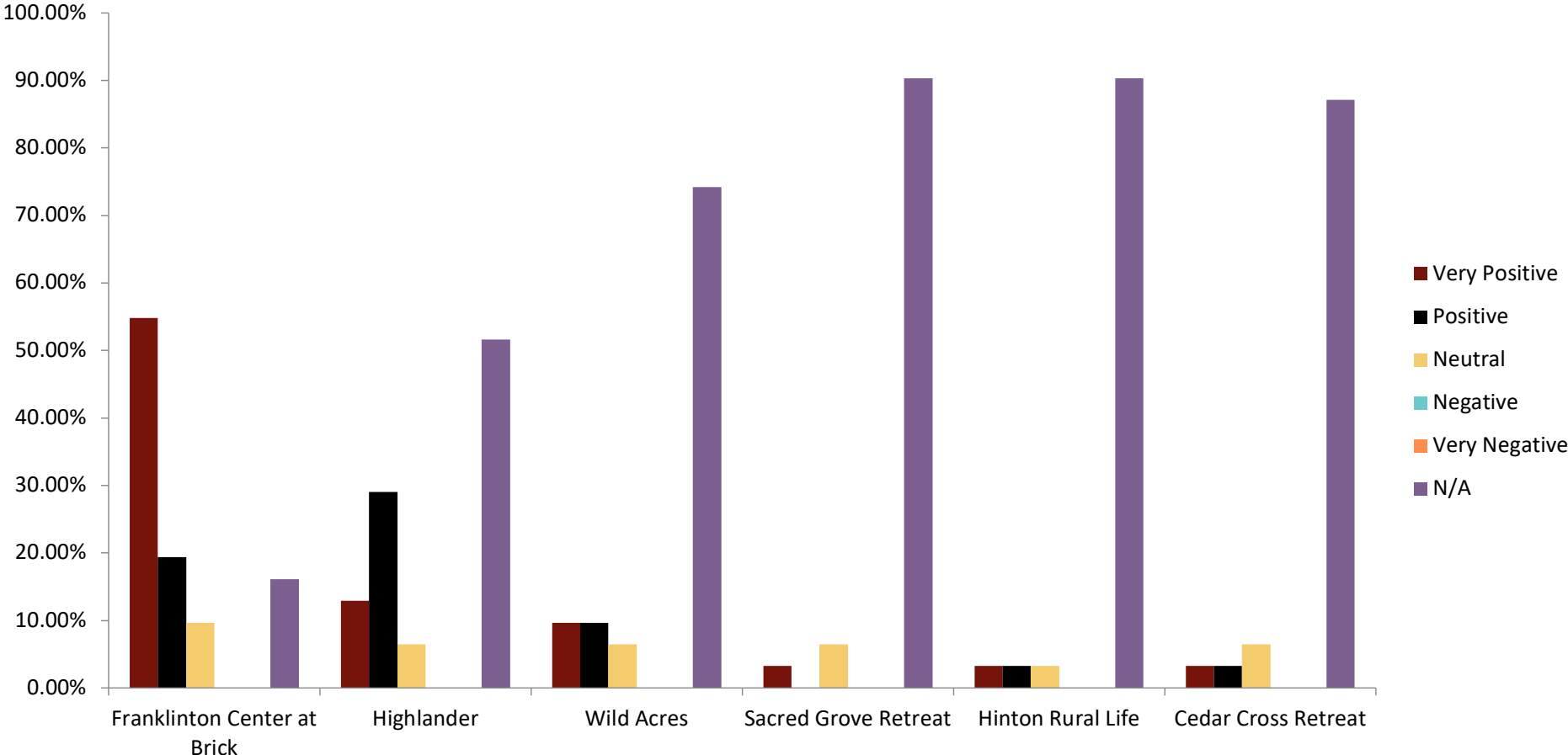
Seasonality

Please select the month that you would most likely schedule a retreat or conference.



Impressions

What is your impression of the following retreat or conference centers? Select N/A if you have not heard of the center.

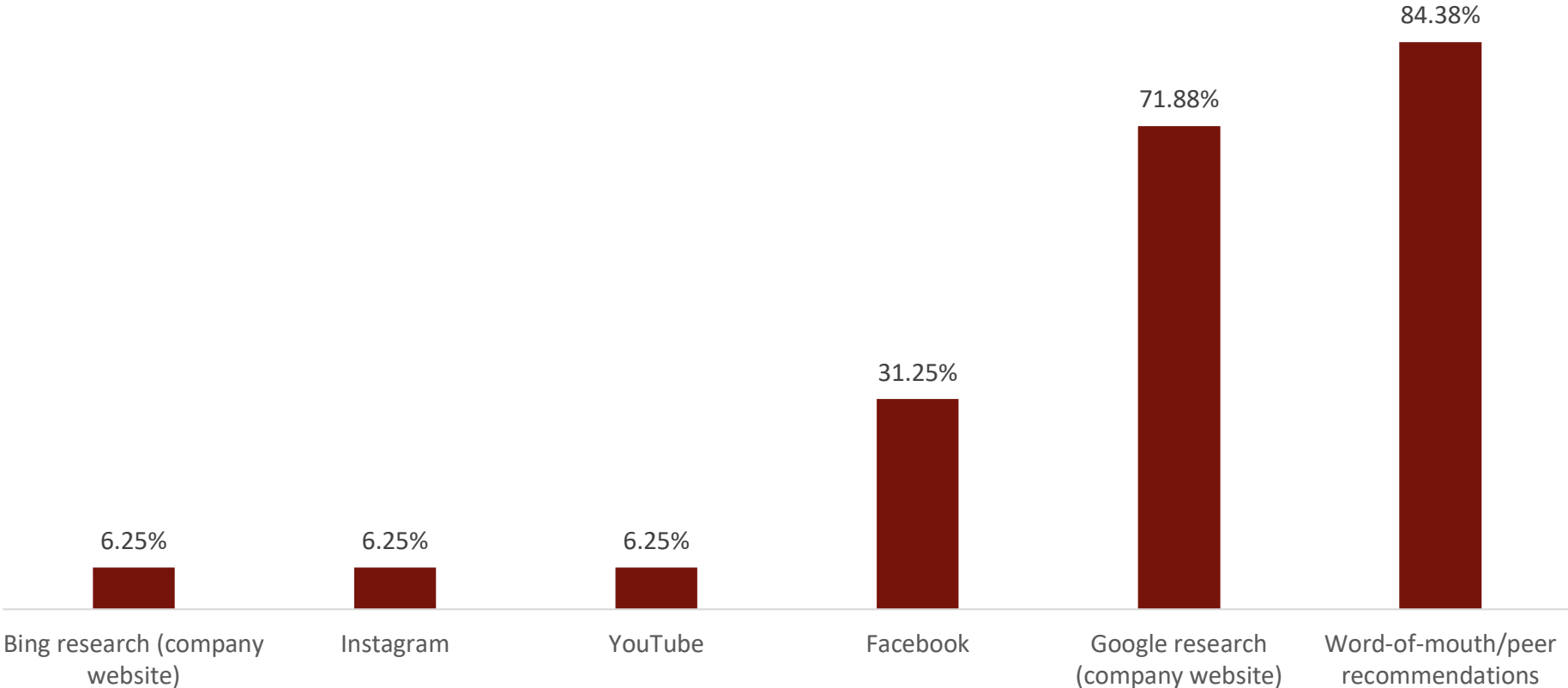


List of Comps Provided by Respondents

- Camp Caraway
- New Bern Convention Center
- Bennett College
- Durham Tech
- Meredith College
- Chestnut Ridge
- Jarvis United Methodist Church
- Howell Woods
- Peace College
- Camp New Hope
- Durham Convention Center
- Blue Ridge Assembly
- North Carolina Rural Center
- Winston Salem Foundation
- Avila Retreat Center
- Down East Partnership for Children
- American Tobacco Campus

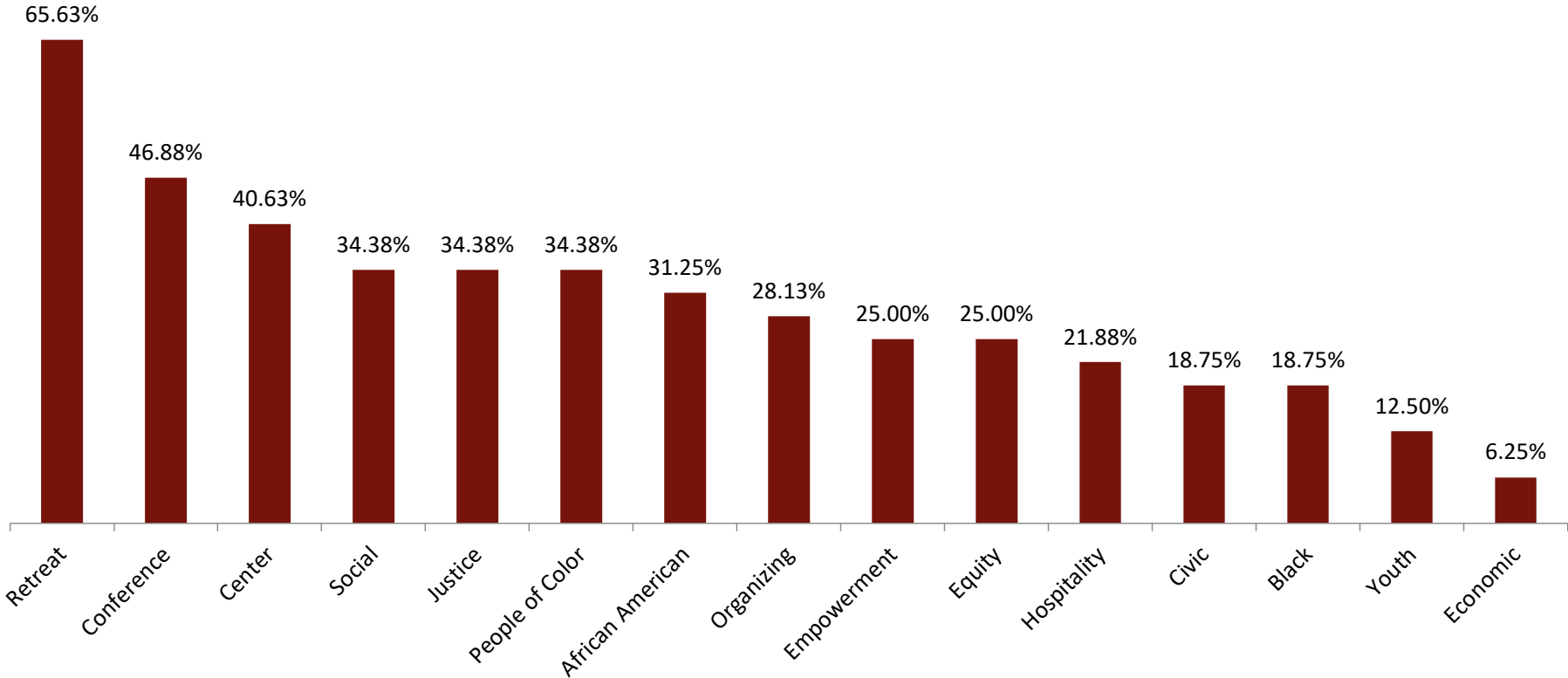
Promotion sources

Which of the following sources do you use when researching and considering where to book a conference or retreat?



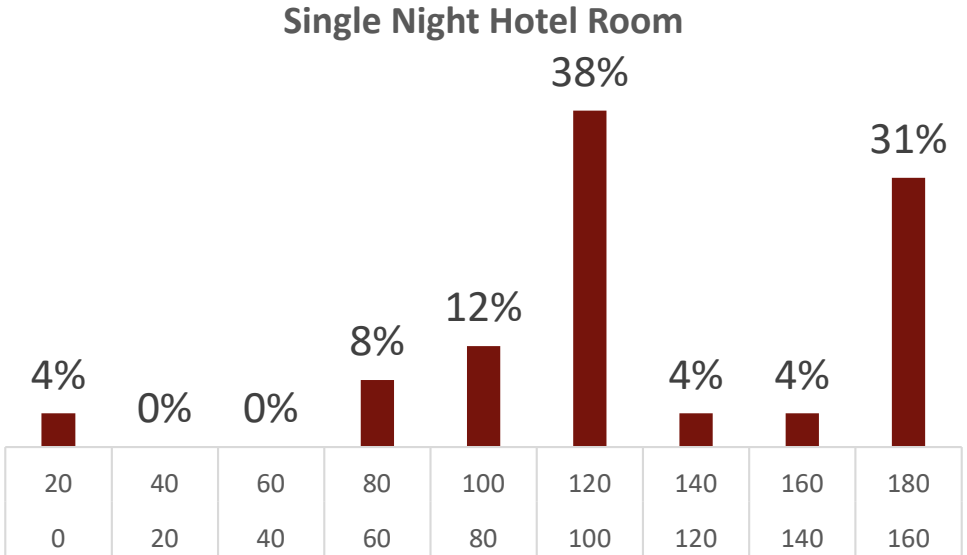
Promotion key words

Which of the following key words/phrases do you use when researching and considering where to book a conference or retreat? Check all that apply.



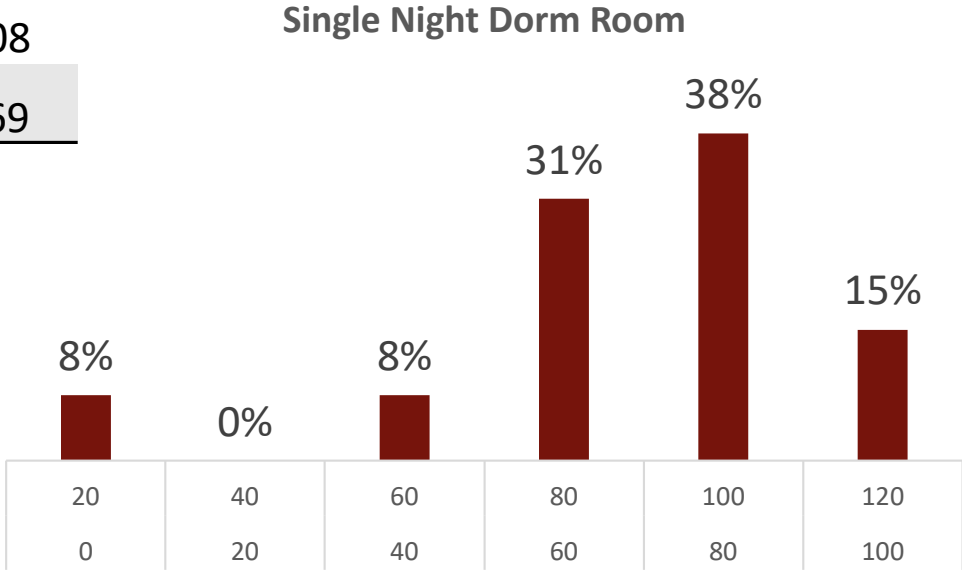
Price changes will lead to higher earned income but fewer customers

Price per Room	Event Gain/Loss	Income
40	8%	\$ 195,3967
60	8%	\$ 293,095
80	0%	\$ 362,880
100	-12%	\$ 401,2612
120	-50%	\$ 272,160



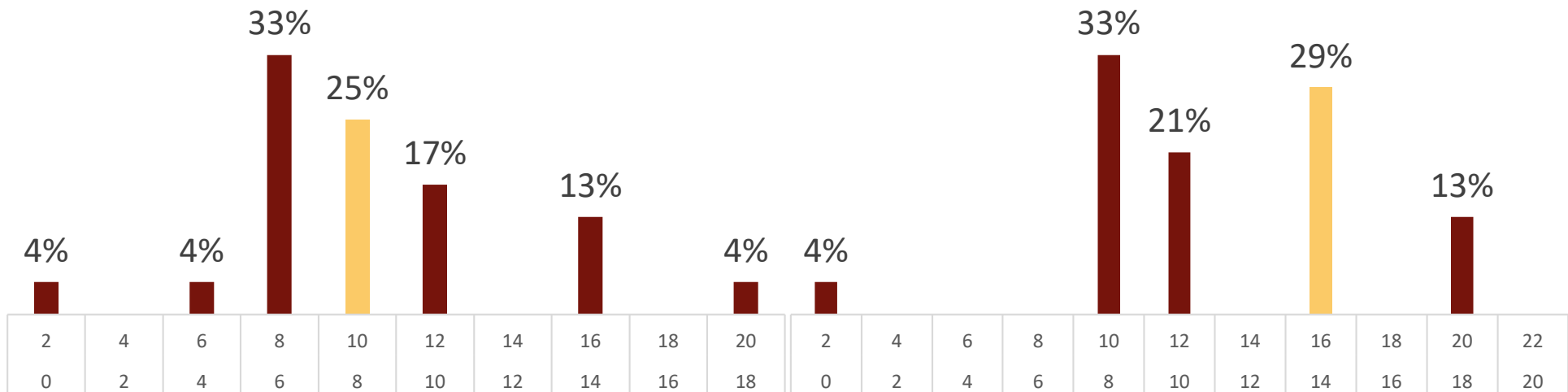
Price changes will lead to higher earned income but fewer customers

Price per Room	Event Gain/Loss	Facilities Utilization	Income
20	0%	46%	\$ 64,800
40	0%	46%	\$ 129,600
60	-8%	43%	\$ 179,446
80	-38%	28%	\$ 159,508
100	-77%	11%	\$ 74,769

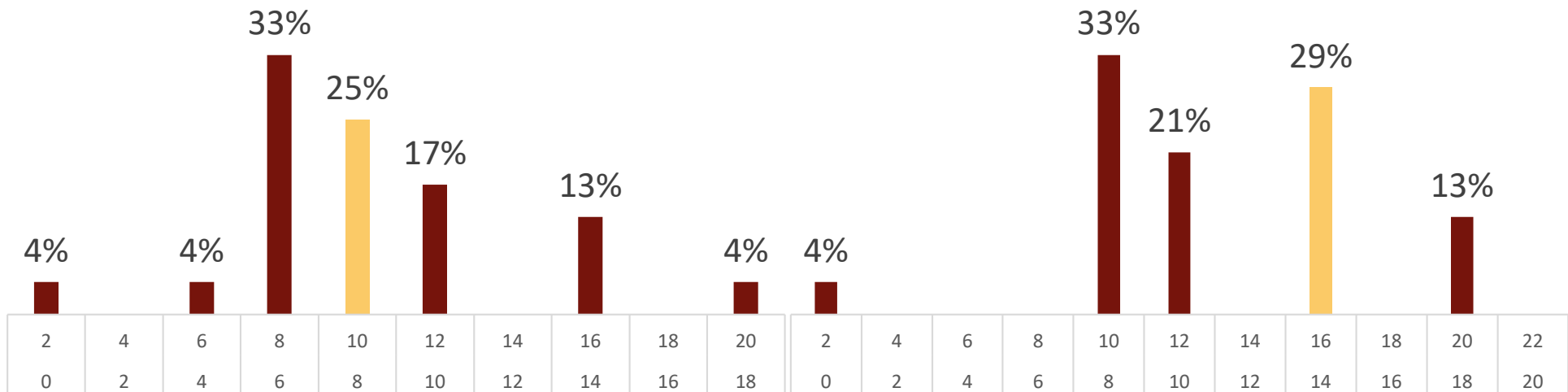


Survey data shows a higher customer sensitivity regarding Catering Services

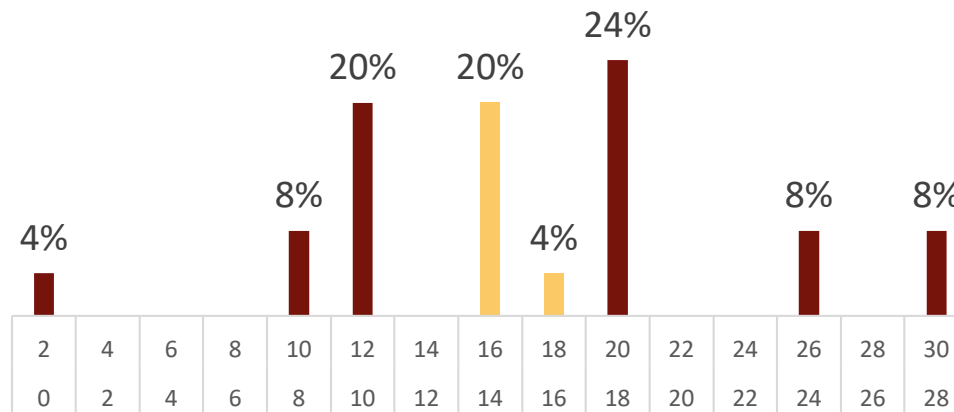
Histogram - Breakfast (no alcohol)



Histogram - Lunch (no alcohol)



Histogram - Dinner (no alcohol)



73

n=37

Survey data shows that customers want to pay less for catering services

Meal	Insight
Breakfast	41% of customers would only pay up to \$8
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Dinner	32% of customers would only pay up to \$12

Value of Outreach Calculations

	Open Rate	Click-Through Rate	Conversion	Consumer	Value per customer	ROI	(excludes labor costs)
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Email Marketing 0.3444 0.0775 0.81 2000 3000 **\$129,718**

	Weight of Impression	Impression	Weight of Engagement	Engagement	# of Posts	Conversion	Consumers	ROI
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Social Media 0.005 15000 0.55 300 150 0.01 2.4 **\$7,200**

	Average Monthly Visits	Conversion	Months	Value per customer	ROI
--	------------------------	------------	--------	--------------------	-----

SEO 10 0.15 12 3000 **\$54,000**



Google for Nonprofits

Google AdWords Requirements

- Commercial activity must not be the main purpose of your website. This includes sales of products and services, consultations, lead generation, and providing referrals.
- Any limited commercial activities must support your non-monetary mission.
- If your organization charges for products or services, your website must describe how your organization uses funds, for example, by disclosing an annual report.

TechSoup

A portal that receives huge discounts for nonprofits. We have [cloud migration](#) (when FCaB needs to do it) with accessible prices, [salesforce data management](#) for 15 USD admin fee, [Oracle Social Impact](#) to manage finance, grants and other things for 300 USD per year.

The portal offers webinars and other services and hardware (refurbished computers for example).

Google for Nonprofits

One Today

Broader your donation base throughout the world U.S. based nonprofits — Validated by the IRS and [Google for Nonprofits](#)

- No transaction fees — 100% of the donation goes to the nonprofit
- Tax-deductible — Get a convenient, year-end tax receipt for all your donations
- Discreet — Private contact info is not given to the nonprofits

YouTube Cards

Post videos and ask for donations.

[How to Create Donation Card](#)

Marketing Intern Plan

Create brand value to FCAB by implementing social media best practices

Create monthly newsletter to send to past and potential customers highlighting important racial equity information

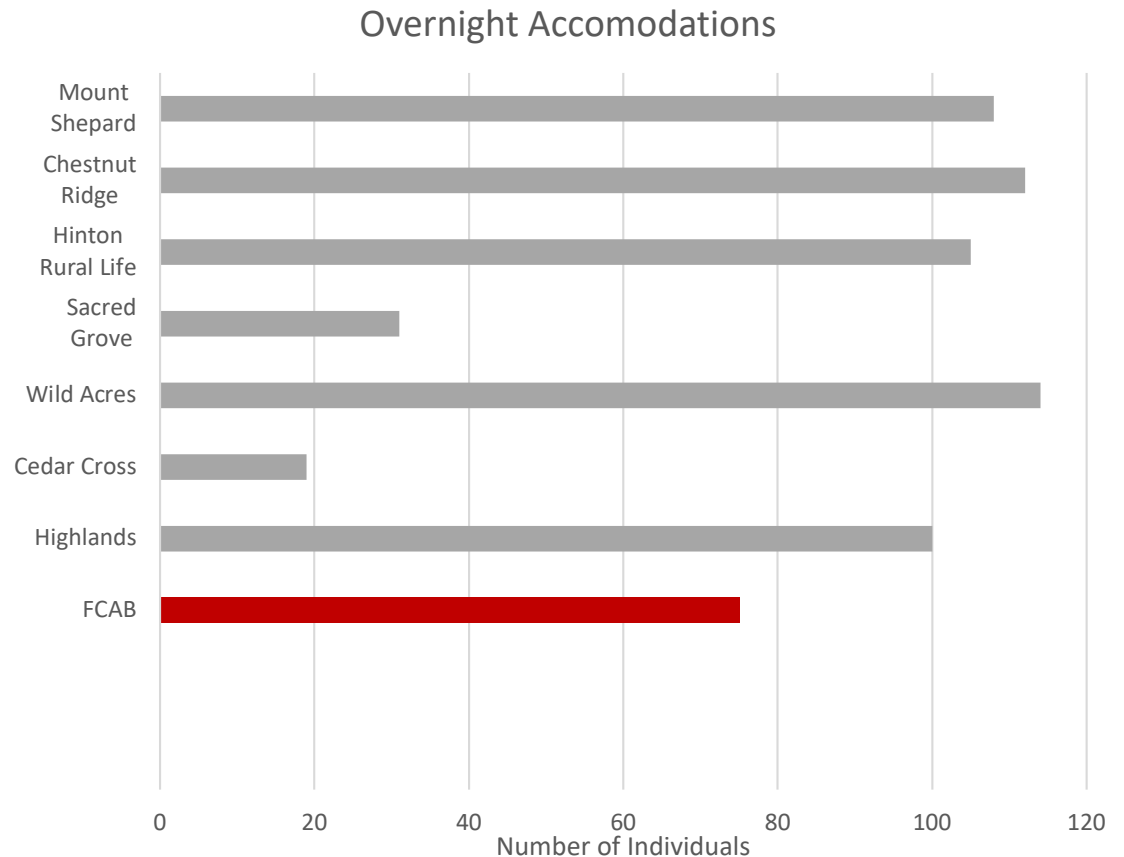
Research search engine optimization to allow FCAB higher visibility to potential customers

Highlight Brickite history to expose FCAB's strong heritage and historical importance

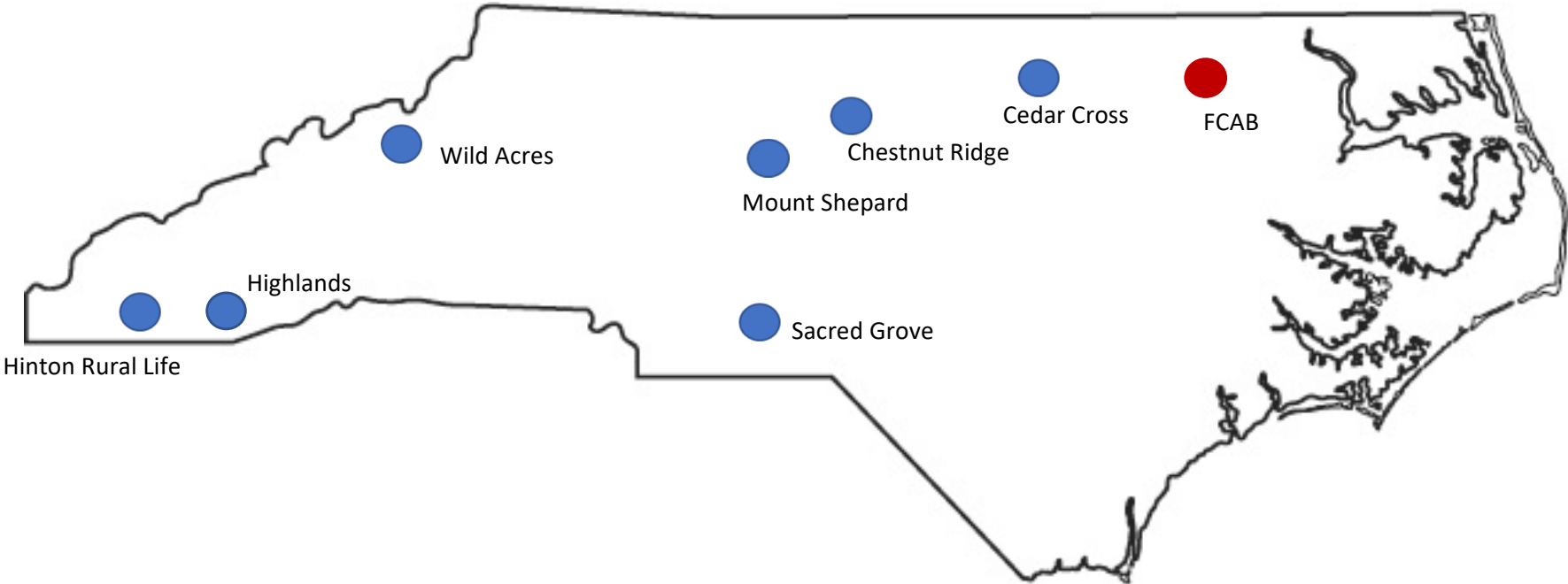
Manage Google for non-profits and use valuable marketing tools to broaden FCAB's reach

FCAB's accommodation capacity is below competitors

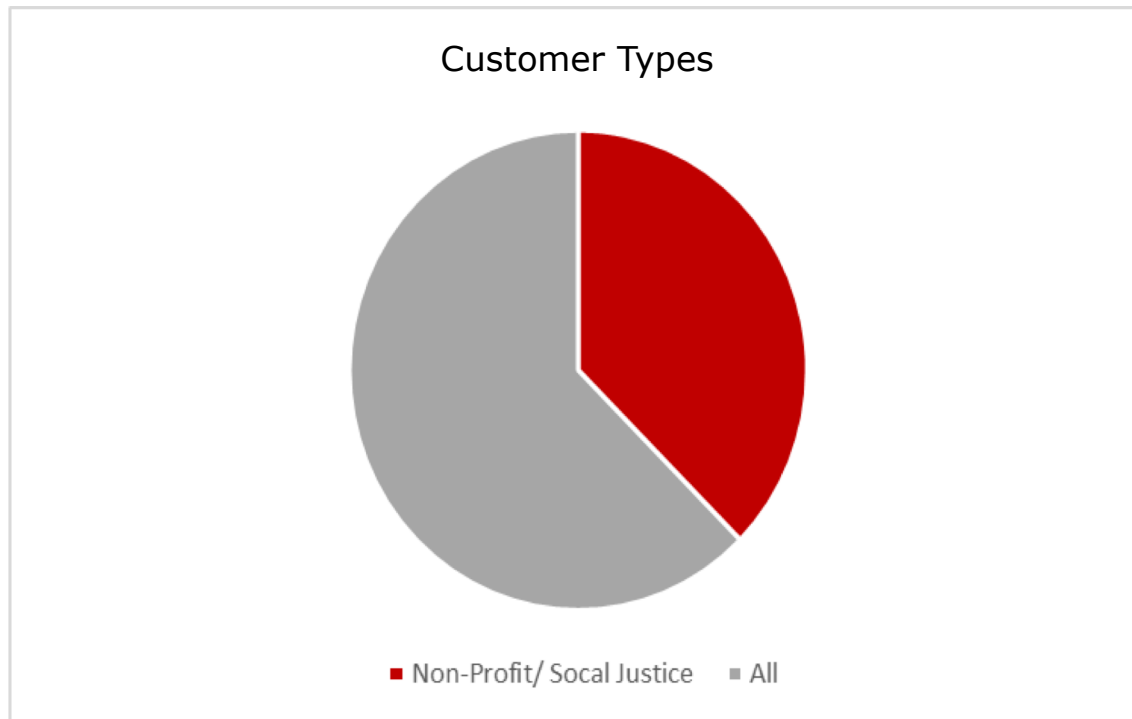
- Franklinton Center at Bricks has less accommodation capacity than comps
- Waiting for survey results to see how their dorm style accommodations can differentiate their offerings



Location of prominent retreat comps

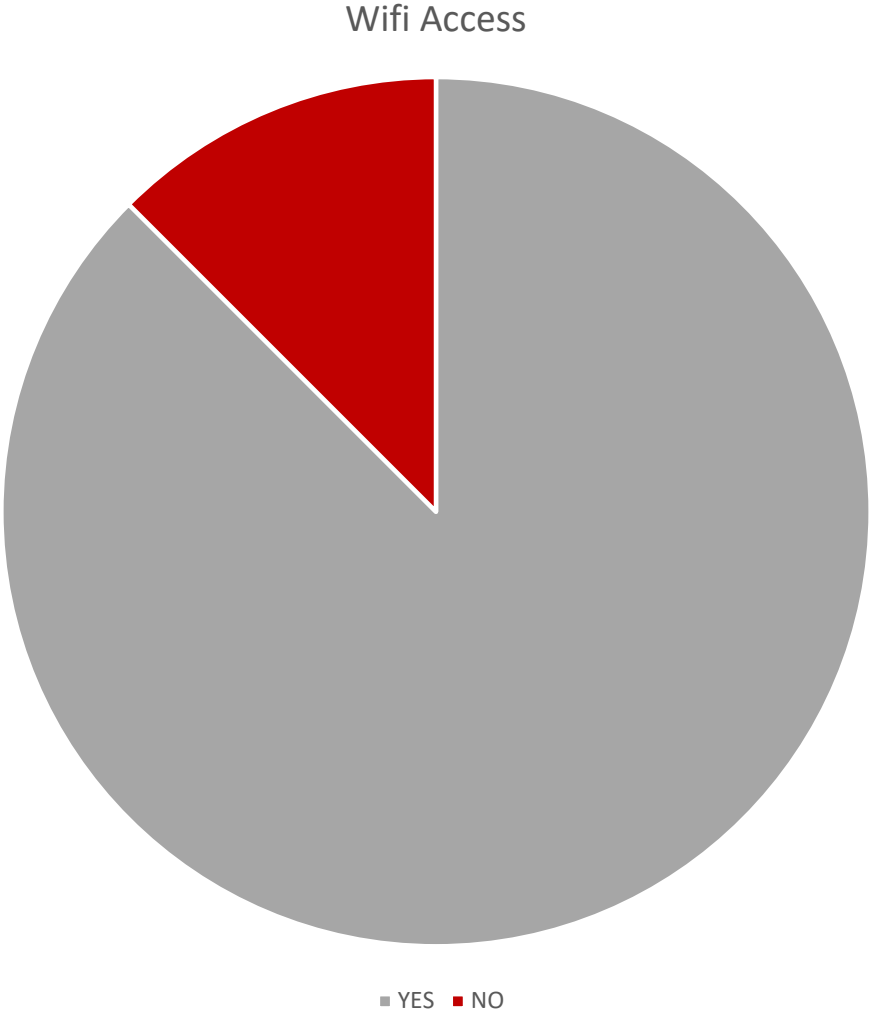


Customer segment types among comps



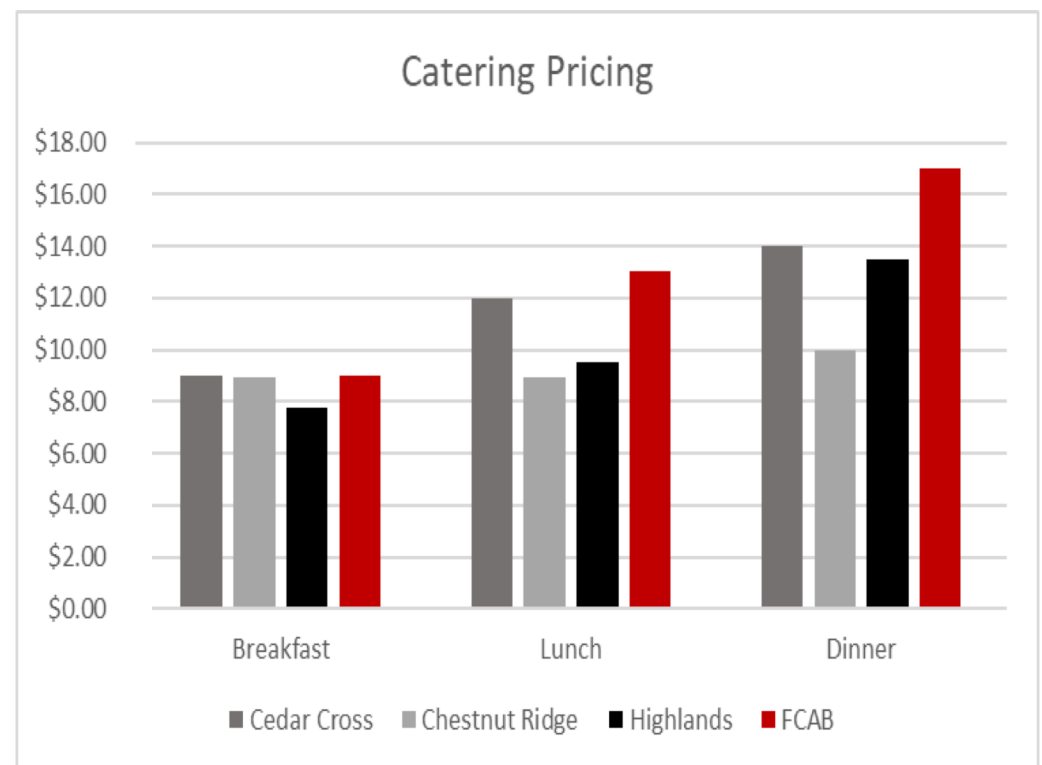
- Majority of comps offer rentals to all customer segments
- Wild Acres is only site that has non-profit restriction

FCAB is only retreat center without Wi-Fi access to guests



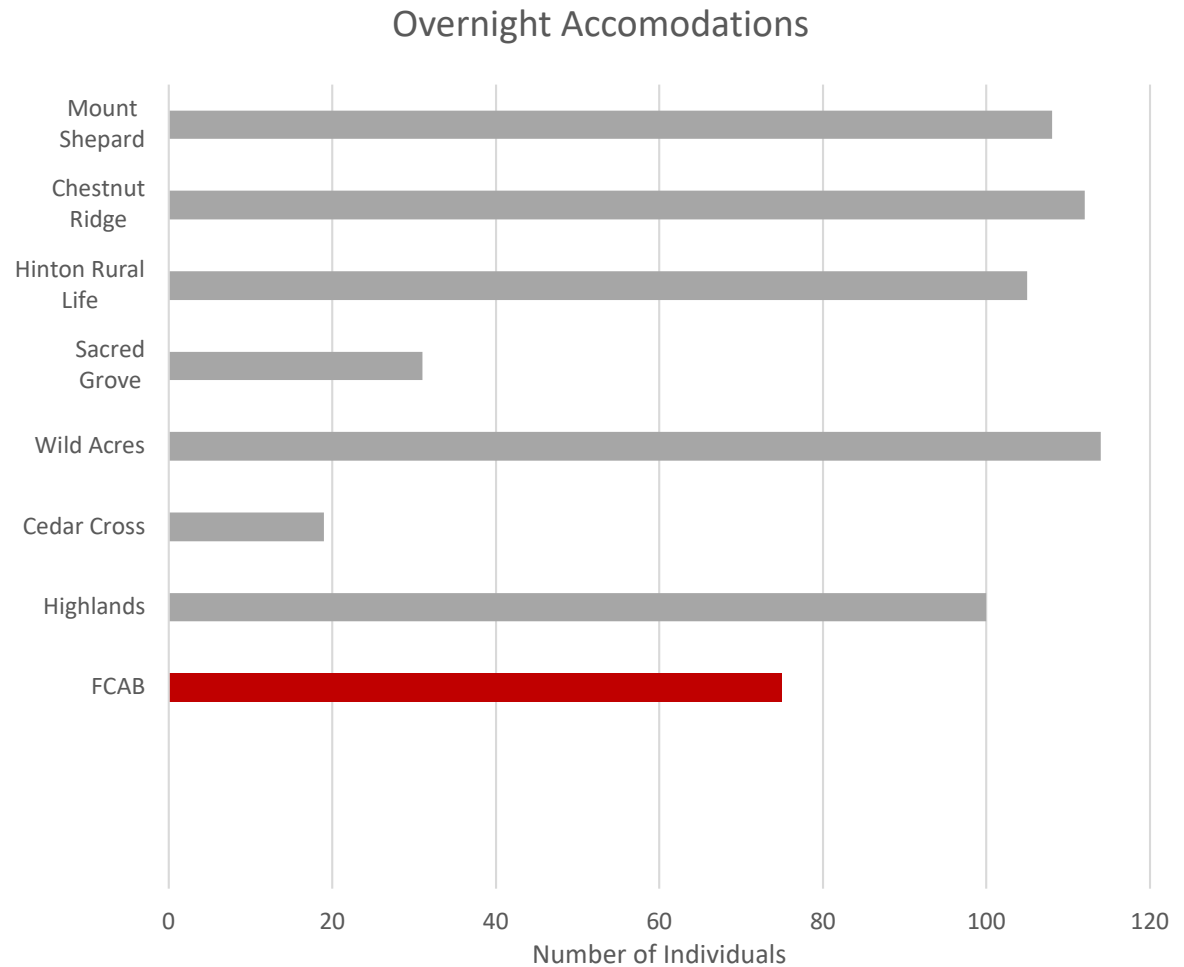
FCAB's meal pricing is higher than comps

- FCAB's breakfast pricing is on par with comps
- FCAB has higher pricing in both lunch and dinner
- Hoping new booking system will allow more advanced food ordering to cut costs and increase profit



FCAB's accommodation capacity is below competitors

- Franklinton Center at Bricks has less accommodation capacity than comps.
- Waiting for survey results to see how their dorm style accommodations can differentiate their offerings



Internal capacity must be addressed to increase earned income



Data from customer interviews and surveys informs our pricing recommendations

Pricing

Systems

Employee Utilization



Automated information sharing with accounting department will make more accurate budgets

Automated systems need to be implemented to allow a rapid growth strategy

Booking system: Options under consideration

FormBuilder

- Can form customized forms and publish to website
- Price \$80/month
- 24 hour chat support
- Need some prior form making experience

FunctionTracker

- Very interactive UI
- Price is \$70/month
- No payment integration

Reserve Interactive

- *Hospitality management software*
- Price is \$100/month
- *Very intuitive*

The automated booking system can add income of \$200K

Avg. income from conference room per day	\$1,000
Avg. event duration (days)	2.5
Avg. Income from rental	\$2,500
Avg. Income from catering	\$2,500
Avg. Total income from an event	\$5,000

Avg. Total income from an event	\$5,000
Additional events that FCAB host due to new booking system	40
Additional income due to booking system	\$200,000