

JUNIOR ACHIEVEMENT
CAUSE RELATED MARKETING
GUIDELINES AND PROCEDURES

December 8, 1998

I. INTRODUCTION

- A. For the purpose of this document, Junior Achievement shall refer to the entire Junior Achievement organization (both Field and National). Junior Achievement Inc. shall refer to National.

- B. Junior Achievement CRM Goals
 - 1. To create synergistic alliances with key corporate partners whose business and philanthropic objectives can be met through a partnership with JA. Any partnership should achieve at least one of the following objectives for JA or any combination thereof:
 - 2. Heighten public awareness for JA.
 - 3. Expand the number of JA volunteers.
 - 4. Generate incremental revenue for JA locally, nationally or both.

II. STRATEGY

- A. Target corporations familiar with JA, with broad consumer markets and local retail presence where Junior Achievement can build awareness in new markets and where sales will quickly generate revenue.
- B. Target corporations whose philanthropic purpose is to support youth and/or education.

III. USE OF JUNIOR ACHIEVEMENT NAME AND MARKS

- A. There must be a written agreement between Junior Achievement and its CRM sponsor. This agreement must be developed in conjunction with legal counsel and must be approved by JA Inc. Such a written agreement should:
 - B. Give Junior Achievement Inc. prior review and approval of all promotional materials involved in the campaign.
 - C. Indicate the duration and exact terms of the campaign.
 - D. Contain a "hold harmless" provision protecting Junior Achievement.
 - E. Specify when and how Junior Achievement will receive the funds raised.
 - F. Contain a provision protecting confidential and propriety information of both Junior Achievement and the company.
 - G. Explain any steps that will be taken in case of a disagreement or unforeseen result with the campaign.

IV. SPONSOR CRITERIA – Junior Achievement Inc. is seeking national sponsors with minimum first year guarantees of \$250,000. The reason for establishing a minimum guarantee is to keep an appropriate premium on the Junior Achievement name and logo.

A. National Prospect Criteria Checklist (Desired):

1. National in scope (more than 25 states)
2. Markets to parents
3. Multiple retail outlets (minimum of 500)
4. Company, product/service non-controversial
5. A leader in its industry
6. Does not directly compete with existing national sponsor
7. Large employer of youth
8. Philosophy aligned with Junior Achievement's purpose
9. Junior Achievement Alumni – CEO/Senior Executive exposed to Junior Achievement program

B. The campaign or product/service involved should have relation to Junior Achievement's mission, i.e. youth education.

C. Whenever possible, Junior Achievement should work directly with the corporate sponsor rather than through third party intermediaries, e.g. ad agencies. When intermediaries are the original point of contact, Junior Achievement should obtain direct contact with the primary Sponsor Company at the earliest possible time.

D. Where Junior Achievement Inc. has an established national relationship with a recognized leader in a category and plans to run an annual campaign for 3-5 years, the local area implications in regards to a CRM agreement with a direct competitor are as follows:

E. If the national sponsor has operations in a local area, it is strongly advised not to enter into a local CRM program with a direct competitor of the national sponsor. Junior Achievement Inc. can advise local area if prospects are considered a direct competitor to a national sponsor.

V. ROLE OF THE LOCAL OFFICES

A. Provide to the sponsor a report of how local CRM funds are being utilized and the associated benefits.

B. Help to identify opportunities with the sponsor to expand the CRM relationship; take a proactive role in building the relationship.

C. Follow up on requests from Junior Achievement national headquarters to obtain feedback or additional information, which will help strengthen the relationship.

IV. AGREEMENT

- A. The agreement should specifically address which costs will be incurred by the corporation and which by Junior Achievement. In some cases, out-of-pocket costs can be substantial. The sponsor, not Junior Achievement, should shoulder these expenses.

Building Junior Achievement's Brand Equity

The goal of Junior Achievement's marketing efforts is to create an environment conducive to the advancement of the mission. The brand equity approach encourages the development of assets that add value to JA's product.

The five assets that are critical to the marketing process are: **1.Awareness, 2.Customer Loyalty, Perceived Quality, 4.Associations, and 5.Competitive Advantages.** Each asset should receive an individual focus, but should be woven together to form a system-like design that meshes powerfully. It's important to remember that while a great brand is timeless, the process to build that brand is dynamic.

A successful brand strategist suggests the following philosophy to be considered as you build your brand:

A brand that captures your mind gains behavior. A brand that captures your heart gains commitment.

AWARENESS

Defined as exposure to corporate identity and key messages.

The corporate identity includes name, logo, tagline, and other non-verbal messages. The integrity of the Junior Achievement image is critical to the development of a strong, consistent national message.

The key messages, according to a study conducted by Wirthlin Worldwide in the fall of 1997, are:

Business Audience

- JA provides an opportunity to teach kids how business works.
- JA can demonstrate positive, measurable outcomes in children's lives.
- JA offers an opportunity for employees to be role models.

Parents & General Public

- JA provides children with skills, knowledge and options they will use for life.
- JA provides an opportunity to play an active role in their children's education.

It's important to develop a strategy prior to evaluating creative development. Successful advertising is not related to opinions, it's related to accomplishment of a strategy.

Strategic/Tactical Development

- Do you have a plan?
- Are these messages appropriate for the audience?
- Do the campaign elements have synergy?
- Is the corporate identity being used correctly?
- Are you taking advantage of existing opportunities?
- Are you investigating new opportunities to build awareness?
- Do you have media partners?
- Do you have local spokespeople?

CUSTOMER LOYALTY

All great marketing organizations follow the “60-30-10 theory.” This theory suggests that approximately 60 percent of all marketing resources be dedicated to current customers, 30 percent to defined prospects and 10 percent to the universe.

The logic behind this focus is that it is more efficient to keep a current customer than to secure a new one. Engaged, excited customers also can become the best champions of the JA mission.

Service is the best way to secure loyalty of our customers. It’s important to recognize that service relationships are not deeply cultivated and must be a work-in-progress.

Customers must be informed of opportunities of support. The best advocates are those who understand JA’s menu of involvement.

Strategic/Tactical Development

- Are you dedicating enough resources to current customers?
- Are you providing a sufficient level of service to keep current customers?
- Have you asked your customers about their expectations?
- Are you building champions in current volunteers, educators, parents or board members?
- Are you informing your current customers on opportunities for involvement?
- How are you communicating to your current customers?

PERCEIVED QUALITY

Research identifies perceived quality as the most important asset in branding.

Junior Achievement’s commitment to curriculum measurement provides the best demonstration of program quality. Program materials provide a tangible expression of JA’s approach to excellence in economic education. Staff interaction also provides an opportunity to showcase JA’s relentless pursuit to become America’s leading not-for-profit organization.

Strategic/Tactical Development

- Do you follow the program models?
- How do you showcase the program evaluations?
- How can your staff interaction with customers demonstrate a higher level of quality?

ASSOCIATIONS

When Junior Achievement comes to mind, what do people think of? Anything mentally linked to our brand are associations.

The goal of the organization is to be associated with positive, powerful elements that position JA for success.

The initial approach is to build upon current elements most commonly linked to JA. These associations include children, corporate America, education, free enterprise, economics, and entrepreneurship.

New associations include community alliances, technology, and emerging programs like B.A.S.E. (Building Achievement through Sports and Entertainment) and Exchange City.

Spokespeople often provide outstanding associations.

Strategic/Tactical Development

- Are people's mental linkages to your operation positive and powerful?
- What existing associations can be strengthened?
- What new associations can be created?
- How can top associations be showcased?
- Do you have any local community leaders, high-profile business executives, education policy-makers, or celebrities that would speak on your behalf?

COMPETITIVE ADVANTAGES

What do we do differently or better than others? These advantages provide the dimensions of Junior Achievement that often motivate customers to action.

The volunteer in the classroom, the dynamic nature of the curricula, and the program evaluation are a few advantages that cumulatively provide differentiation from other education processes.

Strategic Tactical Development

- Who is your competition?
- What does your operation do different and better than your local competition?
- How are you showcasing your competitive advantages?