
APRIL 4, 2019

**AGENDA ITEM 6
INFORMATION ITEM**

SCHOLARSHARE INVESTMENT BOARD

Review of 2018 Marketing Performance for ScholarShare 529

Background

TIAA-CREF Tuition Financing, Inc. (TFI), the program manager for ScholarShare 529 (Plan), has provided its “2018 Marketing Results” for the Plan. It includes an overview of the account and asset results for 2018 and how they measure against the marketing performance criteria adopted by the ScholarShare Investment Board.

The overview also outlines the budget and results for marketing activities completed in 2018 which include:

- 2018 Achievements
- Scholar Dollars and Matching Grant Program
- Public Relations
- Brand Health
- Display, Video and Search
- Seasonal Campaigns
- Account Owner-Focused Initiatives
- Employer Marketing and Outreach
- Media Mix
- Social Media
- Latino Initiatives
- Outreach Events

Presenter

Doug Harrison, Senior Director, TIAA-CREF Tuition Financing, Inc.



2018 Marketing Results

April 4, 2019

2018 Marketing Plan

1. Lay the Foundation	2. Manage the brand	3. Gain new accounts/AUM	4. Employers/RIAs	5. Latino Initiative	6. Mature AO Relationships
Educate families about ScholarShare 529 and the importance of saving for college.	Ensure ScholarShare 529 brand is well-known and understood among key target audiences.	Drive new account growth and increased AUM through initiatives that reflect the target market characteristics.	Harness employer endorsements and RIA partnerships to build business.	Engage Latino households on college savings topics.	Drive Account Owner subsequent contributions through engagement initiatives and personalized communications.
A. Use press and other platforms to demonstrate ScholarShare 529's thought leadership in the college savings arena.	A. Continue to monitor ScholarShare 529's brand health against 2017 benchmarks among key target audiences.	A. Leverage data-driven marketing techniques to efficiently attract and convert prospect leads.	A. Improve our understanding of the B2B audiences.	A. Assess ScholarShare 529 experience for Latinos.	A. Build on successes of Q3 2017 ACP incentive pilot to drive subsequent purchases.
B. Activate community dialogue regarding the value of education through the execution of Scholar Dollars Grant Program (Year 2) to enrich student experiences and prepare college-bound students.	B. Through paid media, media/public relations, influencer marketing, and non-paid media, strengthen ScholarShare 529's brand identity to ensure tactical marketing initiatives deliver desired results.	B. Monitor current efforts that target parents of newborns to establish accounts. Based on initial test, consider healthcare/hospital partnerships and baby gift registries.	B. Build out the content and infrastructure needed to scale up the employer + RIA programs.	B. Address Latino pain points and refine the overall experience.	B. Leverage content marketing techniques to further engage Account Owners and drive subsequent purchases and retention.
C. Embrace diverse and underserved communities by implementing the Matching Grant Program targeting LMI households to instill the idea that a college education is attainable.	C. Strategically leverage sponsorships and partnerships to support brand promise.	C. Launch streamlined web NASU account opening process.	C. Improve employee utilization levels among staff at participating organizations.	C. Develop and maintain a Spanish language Facebook page.	C. Continue to demonstrate how gifting can help families to reach college savings goals collectively.
			D. Strengthen RIA communications program.		

ScholarShare 529 Business Results

Results

Full-Year 2018 Account Acquisition and AUM Gathering business results were strong, yet Q4 account growth was not as positive compared to 2017.

Accounts and Contributions	December 31, 2017	December 31, 2018	% Change
Total New Accounts Opened	29,858	31,779	6.4%
Total New Contributions Collected	\$789.8 million	\$860.5 million	9.0%

Growth Rate	ScholarShare 529	Industry	% Difference
Annual Asset Growth Rate	-6.14%	-5.92% *	-0.22%

Rollovers	Performance Criteria	2018	% Change
% of Plan Accounts Closed Due to Rollovers	< 2.0%	0.52% **	0.02% **

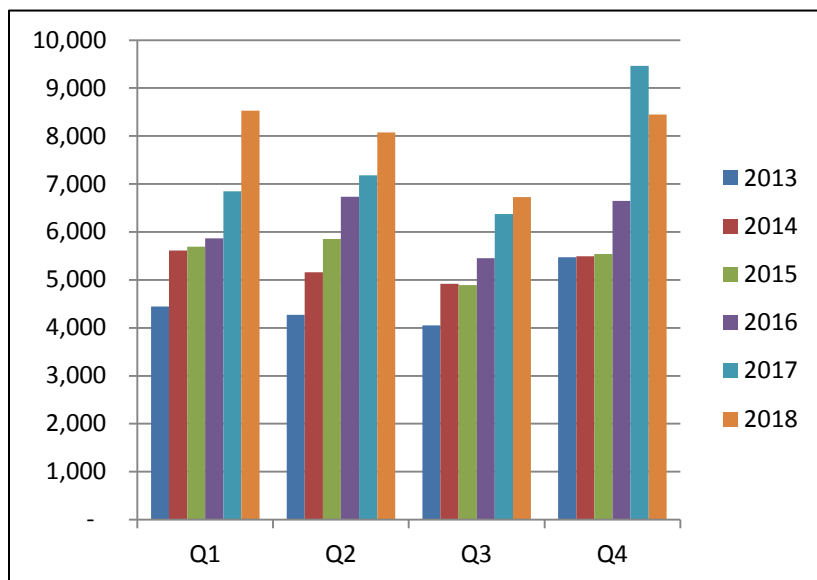
Accounts and Assets	December 31, 2017	December 31, 2018	% Change
Total Open Accounts	299,900	317,761	6.0%
Total Assets	\$8.29 billion	\$8.25 billion	-0.4%
Market Share*	5.044%	5.003%	-0.041%

* Source: Strategic Insight –Direct Sold 529 Plans – Q4 2018.

** Full Year 2018 (as of 12/31/18) versus Full Year 2017.

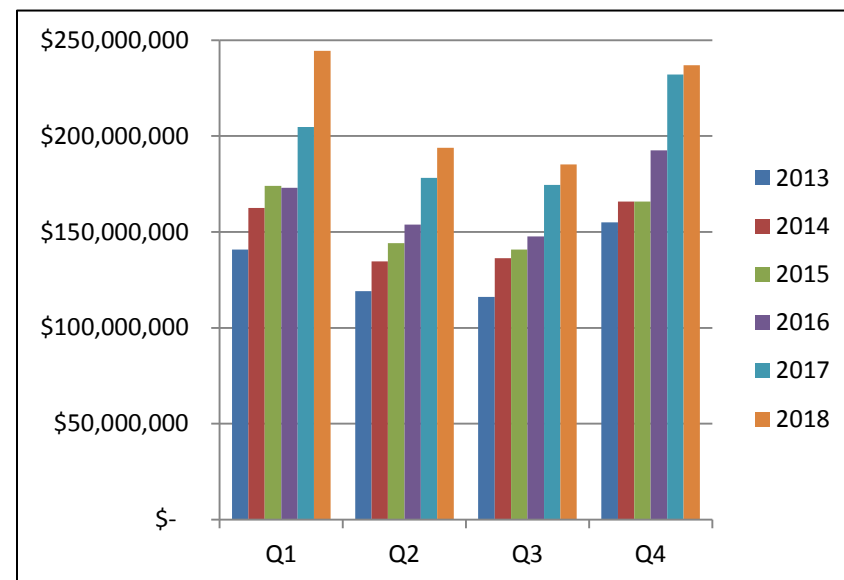
All results in this report are for the period ending December 31, 2018.

Gross New Accounts By Quarter



	Q1	Q2	Q3	Q4
2013	4,443	4,274	4,054	5,476
2014	5,615	5,156	4,921	5,495
2015	5,692	5,854	4,891	5,539
2016	5,867	6,735	5,450	6,648
2017	6,845	7,180	6,371	9,462
2018	8,531	8,072	6,726	8,451

Contributions By Quarter



	Q1	Q2	Q3	Q4
2013	\$ 140,899,632	\$ 119,223,391	\$ 116,159,054	\$ 155,069,746
2014	\$ 162,512,039	\$ 134,653,336	\$ 136,386,353	\$ 165,777,843
2015	\$ 174,090,696	\$ 144,204,430	\$ 140,862,849	\$ 165,916,785
2016	\$ 173,064,767	\$ 153,866,402	\$ 147,625,418	\$ 192,578,386
2017	\$ 204,748,501	\$ 178,234,139	\$ 174,448,556	\$ 232,136,627
2018	\$ 244,476,810	\$ 193,941,478	\$ 185,128,168	\$ 236,983,430

Marketing Plan – 2018 Achievements

Results

- Execution of 2018 Marketing Plan went smoothly.
- Key business results were above targets and above prior years' results, however Q4 account growth declined as the period progressed.

1. Lay the Foundation	2. Manage the brand	3. Gain new accounts/AUM	4. Employers/RIAs	5. Latino Initiative	6. Mature AO Relationships
Educate families about ScholarShare 529 and the importance of saving for college.	Ensure ScholarShare 529 brand is well-known and understood among key target audiences.	Drive new account growth and increased AUM through initiatives that reflect the target market characteristics.	Harness employer endorsements and RIA partnerships to build business.	Engage Latino households on college savings topics.	Drive Account Owner subsequent contributions through engagement initiatives and personalized communications.
<ul style="list-style-type: none"> • Scholar Dollars and Matching Grant Programs completed. • Press opportunities harnessed to increase awareness of the Plan. 	<ul style="list-style-type: none"> • Brand messaging focused on key claims in market: Performance, Low Cost, Tax Savings 	<ul style="list-style-type: none"> • Seasonal campaigns and evergreen marketing tactics continued to deliver efficient New Account growth. 	<ul style="list-style-type: none"> • 42 new employers on-boarded – up 50% over 2017. • PR tactics added to media mix for greater exposure. • HR Hero branding broadly implemented. 	<ul style="list-style-type: none"> • Partnerships in San Diego market with Telemundo and Univision leveraged to build awareness of ScholarShare 529 among their audiences. 	<ul style="list-style-type: none"> • Onboarding program for new AOs (Account Owners) continued. • Content drip communications continued to keep AOs engaged.

Lay the Foundation

These programs help educate families about ScholarShare 529 and the importance of saving for college.

	Scholar Dollars	Matching Grant	Research Informed Public Relations
Strategy	Heighten awareness of college savings and ScholarShare 529 through school grant program	Incentivize LMI (Low to Moderate Income) families to save for college through matching grant offer	Leverage market research learnings to gain press coverage
Offer	20 grants totaling more than \$300,000 awarded to schools submitting grant applications and garnering the most community votes	\$200 matched for new LMI AOs, with \$25 incentive for ACP sign-up	Offered media outlets consumer insights to stimulate information sharing
Timing	January – April 2018	January 2018 - December 2018	January 2018 - December 2018
Media	DM, EM, Social Media, Bloggers, Press Release, Award Ceremonies, Local media outreach	Social and Paid Media used, as well as print and broadcast interviews. Partnerships with Community Based Organizations, Bloggers, Liz Hernandez.	Print and Broadcast
Results	<ul style="list-style-type: none"> • 465 schools registered (+17% YOY) • 117,004 voters with verified email addresses (+58% YOY) • 405,007 confirmed votes • 258 new accounts totaling \$497,500 from 148 new account owners attributed to promotion as of 3/1/19. 	<ul style="list-style-type: none"> • 952 Applications Received • 692 New Accounts • \$676,881 in Contributions • \$81,000 in Matching Grants 	<ul style="list-style-type: none"> • National Media Coverage - New York Times – 5/25/18 • 3 Press Release Distributions (196 Million Impressions each)

Manage the Brand

Our brand health has strengthened since 2017, and we better understand the program features/benefits that attract greatest consumer interest. The brand relaunch from Q4 2017 continues to serve us well as a platform for our messaging.

2018 Brand Health Study

Overview

- In Q1 2018, a Brand Health Study was conducted to track brand and category health versus prior year and to deepen understanding of the Path to Purchase and Workplace Savings.
- Survey included questions about drivers of purchase intent to better understand key claims might influence key prospects to choose one brand over another.
- Concurrently, a separate media test was conducted to capture insights and consumer response to key advertising claims.

Key Findings

- 529 plans continue to be #2 savings instrument behind savings accounts/CDs
- Awareness of 529s is relatively strong, but familiarity of their benefits is low
- Familiarity of ScholarShare 529 grew at a greater rate than key competitor Vanguard
- Tax savings = key driver of purchase intent, followed by performance and low cost
- Path to Purchase is long, requires multiple consumer touches

Implications

- Given category awareness is relatively strong, ScholarShare 529's marketing opportunity is to become correlative with 529s to increase likelihood that qualified prospects will select ScholarShare over other brands when they are ready to buy
- Leverage the strength of video to build awareness of ScholarShare 529 and its unique selling points; continue to seek premium distribution methods in brand safe environments to ensure effective delivery against qualified prospect audiences

Evergreen Messaging

Display, Video, and search supported “always-on” messaging in-market throughout the year.

	Display	Video	Search
Strategy	Utilize advanced targeting methods to establish awareness and build consideration among Prospect audiences and to drive additional account openings and contributions among Account Owners.	Utilize online video advertising to sharply increase brand awareness and understanding leading into Episodic campaigns: 529 Day, Back to School, Holiday, 2019 New Year.	Use paid media to intercept audiences performing online searches for information relevant to college saving; a variety of keywords and ad copy are used to increase relevance among audiences at different points in the Consumer Decision Journey.
Offer	No monetary incentive offered; 100% tax-free growth, Performance, and Low Fees	No monetary incentive offered; 100% tax-free growth, Performance, and Low Fees	No monetary incentive offered
Timing	Annual	4/18 – 5/23 8/1 – 9/3 10/6 – 11/30	Annual
Media	Digital display banners delivered to three audience segments: Prospects, Account Owners, and previous site visitors.	15-second video ads delivered to Prospects, Account Owners, and previous site visitors.	Text ads appearing on Google.
Results	<ul style="list-style-type: none"> Campaign generated 419.8M impressions, 205k web clicks, and 3,044 conversions. Finalized conversion tracking implementation in August. 	<ul style="list-style-type: none"> Campaign generated 15.7M impressions. 72% of audiences watch the video in its entirety. Audiences exposed to both display and video showed a +13% higher likelihood to convert. 	Campaign generated 2.04M impressions, 108k web clicks, 6,179 conversions, and \$15.9M in confirmed revenue.

2018 Seasonal Campaigns

Data-Driven marketing campaigns leveraged sophisticated list modeling, multi-media messaging, and incentives to drive new account volume. Multi-channel attribution was introduced to better understand the impact of each media tactic.

	New Year's	Tax Time	529 Day	Back to School	Holiday Promotion
Strategy	Drive account openings and contributions with seasonal, typically relevant communications that highlight the program's benefits. Program exclusively targeted new prospects.	Drive account openings and contributions with seasonal, typically relevant communications that highlight the program's benefits. Program targeted prospects and AOs.	Drive immediate account openings and enrollment in ACP through a promotional offer. Programs targeted prospects and AOs.	Drive account openings and contributions with seasonal, typically relevant communications that highlight the program's benefits. Programs targeted prospects and AOs.	Drive immediate account openings and enrollment in ACP through a promotional offer. Programs targeted prospects, AOs, and CA state employees.
Offer	No monetary incentive offered	No monetary incentive offered	\$50 match, restrictions apply	No monetary incentive offered	\$50 Amazon gift card, restrictions apply
Timing	January 2018	3/22 – 4/17	5/23 – 6/2	9/4 – 10/5	12/1 – 12/7
Media	Email	Direct mail, email, display banners, paid social	Direct mail, email, digital display banners, paid social	Direct mail, email, digital display banners, paid social	Direct mail, email, display banners, state employee materials, paid social
Results	Stand-alone campaign generated 103 new accounts. Among all direct marketing prospecting efforts, this drove the highest average opening balance (\$6,218).	Campaign generated 47.9M impressions and a total of 1,300 conversions. New accounts up 28% over 2017.	Campaign generated 12.4M impressions 2,073 New Accounts opened, an 8% increase over 2017	Campaign generated 32.7M impressions and a total of 1,445 conversions.	Campaign generated 20.5M impressions. 2,001 New Accounts opened, 39% more than in 2017

Account Owner Focused Initiatives

These initiatives encourage current account owners to deepen their ScholarShare 529 relationship through new account openings and more contributions. We are pleased with the impact of these programs are having on efficiently growing the size of the plan.

	Onboarding	Content Drip
Strategy	Welcome new account owners and encourage early adoption of good saving behaviors such as enrolling in ACP, engaging family and friends in saving for a child's higher education, making one-time contributions throughout the year as funds are available, etc.	Enrich relationships with Account Owners through contextually relevant content and a regular cadence of contact.
Offer	No monetary incentive offered.	No monetary incentive offered.
Timing	Ongoing monthly	8 months incl. Jan, Feb, Apr, June, July, Aug, Oct, Dec
Media	Direct mail, email	Email
Results	<ul style="list-style-type: none"> • 25,688 communications sent • Emails received 47.3% open rate and 4.4% click-through rate • Program has generated 298 additional accounts among existing account holders (1.0% upsell rate) 	<ul style="list-style-type: none"> • 848k emails sent / 381k opens (44.9% Open Rate) • 9,827 website clicks (1.16% Click Thru Rate) • 2,002 additional accounts opened • Since April 2018, the Content Drip email product prompted more than 260k account contributions

Our sales and marketing approach continued to drive strong results, with 42 new employers offering payroll deduction in 2018 – up 50% over 2017.

Approach

Strategies

- Grow accounts and AUM at scale by expanding employer-targeted programs
- Introduce new tactics to build awareness and consideration
- Continue to develop assets to make it easy for employer partners to leverage Workplace Savings
- Hired additional resources to effectively onboard and maintain employer engagement
- Continue to leverage the talents of SIB Staff and Field Consultants

Tactics

- Social media content creation
- Employer webinars
- Event activation
- Specialized Business-to-Business earned media outreach

Key Messages

- Employees care deeply about the subject, employers can help
- Easy to set up through direct deposit
- No cost to employers

Results

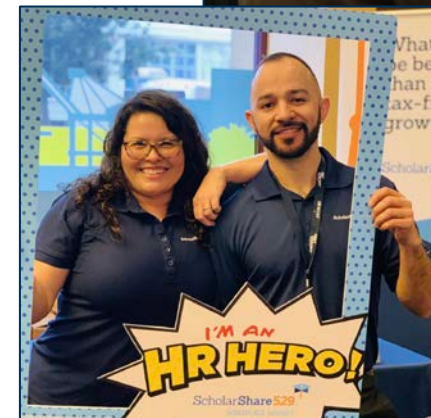
- Used social media to generate 123,384 impressions and 908 link clicks among HR professionals
- 273 Presentations, webinars, fairs, 1:1 on-site consultations and HR meetings
- Press coverage on/in CNBC, USA Today, LA Times, Sacramento Bee, Fresno Bee, Chicago Tribune, Miami Herald, Baltimore Sun
- On-boarded 42 new employers, up 50% over 2017

Employer Outreach

2018 Employer Activities Total: 343

New Employers offering ScholarShare Workplace Savings Program: 42

Employers	New Accounts	Total Employees
The County of Sacramento	21	11,000
Rabobank (Offering employer match up to \$200 per employee)	59	16,000
Sony Interactive Entertainment (Employer match up to 2 beneficiaries, max \$2000)	21 (increase from 2017)	2,000 (Employees contributing via Direct Deposit 297; Employees getting Employer Match 461)
The Control Group (Employer match - \$100 a month)	10	70



Presentations, webinars, fairs, 1:1 on-site consultations & HR meetings: 273

- Employee presentations/Webinars: 86
- Wellness/Benefit Fairs: 72
- On-Site Counseling: 16
- HR Meetings/Presentations: 108

HR Conferences: 19

Multilingual events, webinars, presentations: 10

Community events: 18

RIA Activities:

- FPA meetings: 8
- Conferences: 3
- RIA Webinar: 1



Paid Media Mix

We continued to sophisticate our paid media approach in 2018 using learnings captured in periods.

Areas of Focus in 2018

- Greatly streamlined or eliminated programs where impact was difficult to measure
- Increased focus on digital platforms and integrated reporting to allow for greater access to richer data
- Continued exploration of tactics that provide richer story-telling opportunities and deeper brand connections – online video
- Leveraged the strength of digital media to test audience response to key messages in relatively short periods of time
- Dialed up use of social media as a paid advertising platform vs. content publishing tool

What We Learned

- Small shifts in resource allocation allowed for greater investment in opportunities to satisfy new/growing needs:
 - Inclusion of video at key times throughout the year
 - Business-to-Business earned media outreach
- All core digital marketing programs are now measured through a central, multi-channel dashboard that allows for greater understanding of each tactic (individual performance vs. as part of an integrated effort)
- Strong video completion rates suggest targeting and messaging are working together. Although used primarily to drive brand awareness, video increases likelihood someone will convert
- The learnings from 3-month digital Claims Test set the stage for continued exploration of new ways to present and rollout key benefits to target audiences.
- Social media allowed for range of initiatives to be promoted to scalable consumer and business audiences – quickly and with limited production resources

Social Media

Social Media remains an important component in our media mix.

Approach

Strategies

- Use social media as advertising platforms to drive web traffic to scholarshare529.com
- Develop a purposeful content calendar that supports range of brand initiatives

Channels & Audiences

- Facebook – Consumer & Business-to-Business
- Instagram – Consumer
- Twitter – Consumer & Business-to-Business
- LinkedIn – Business-to-Business

Tactics Used

- Published content
- Display banners
- Video

Results

- Social channels generated a total of 19.5M impressions – 4.75x more than prior year
- Paid social ads generated more than 1M completed video views of commercial spots and 233k link clicks to key landing pages
- While Twitter drove more traffic overall, the audience referred by Facebook and Instagram was more likely to explore scholarshare529.com
- James Tips Videos were consistently the top-performing social content published to Facebook

Social Media

Top Paid Ads by Click Volume

ScholarShare California's 529 College Savings Plan
Sponsored

Find out what 100% tax-free growth can be doing for your college savings. [ScholarShare529.com/TaxFreeGrowth](https://www.scholarshare529.com/TaxFreeGrowth)



ScholarShare529 **VS** A taxable account

SCHOLARSHARE529.COM
As much as 25% MORE MONEY for college. [Learn More](#)

Financial gurus like James know that the tax benefits of...

Tax-free Evergreen
12,474 link clicks
0.77% CTR

ScholarShare California's 529 College Savings Plan
Sponsored

Pencils, paper and notebooks, oh my! Back to school is overwhelming. Let ScholarShare 529 make college savings stress-free with 100% tax-free growth and low fees.



Back to school? College savings?

www.scholarshare529.com/BTS
Take advantage of 100% tax-free growth. [Learn More](#)

Open a 529 college savings plan account now to make t...

BTS Episodic
6,866 link clicks
0.67% CTR

ScholarShare California's 529 College Savings Plan
Sponsored

Lower investment fees and expenses: just more reasons to choose ScholarShare 529. [ScholarShare529.com/PayLess](https://www.scholarshare529.com/PayLess)

Don't let high fees and expenses



eat into your college savings.

SCHOLARSHARE529.COM
Paying Less makes more sense. [Learn More](#)

Financial gurus like James agree: Why pay more for...

Low Fees Evergreen
6,337 link clicks
0.69% CTR

ScholarShare California's 529 College Savings Plan
Sponsored

100% tax-free growth is the way to go. It can mean up to 25% more money for college.



SCHOLARSHARE529.COM
More money for college. [Learn More](#)

Tax-free James
6,411 link clicks
0.75% CTR

Social Media

Top Organic Posts by Social Engagements



James Tip: Tax-free
1,370 Engagements



James Tip: E-Gifting
847 Engagements



James Tip: Compound Interest
707 Engagements



Scholar Dollars Voting
683 Engagements

The first year of focusing on the Latino community produced consumer insights that will inform our expansion in 2019.

Approach	
Strategy	Target Latinos in the San Diego market to grow awareness of, and engagement with, ScholarShare 529.
Opportunity	Increase understanding of the Latino purchase experience, close gaps. and promote the plan through paid and social media to drive account growth.
Timing	January – December 2018
Media	TV, Display, Video, Social Media, Email
Results	<ul style="list-style-type: none"> • Assessment of Latino experience with ScholarShare 529 completed in Q1, and new culturally sensitive practices adopted. • Pain points were not found to be significant barriers to success, so marketing programs for 529 Day and College Savings Month were developed and executed. • Telemundo and Univision partnerships yielded strong reach in the San Diego market. • Spanish Facebook Page launched in January 2018. <ul style="list-style-type: none"> As of 12/31/18: <ul style="list-style-type: none"> • Posts - 251 • Impressions - 798,868 • Likes – 5,143

Outreach Events – 2018 Summary

Timing	Number of Events	Number of Attendees	Events
First Quarter 2018	57	23,700	Redding Health Expo, Sacramento Regional Transit Financial Wellness Fair, UC Davis Health & Wellness Fair, 5th Annual Santa Clarita Preschool Fair, CalPERS Benefits Education Events (San Luis Obispo, Sacramento, Visalia), Toddler Time at The New Children's Museum, F.U.N. Mother's Club 14th Annual Preschool Faire, Dream Higher Conference, San Francisco Summer Resource Fair, 2018 USC Alumni Association Women's Conference, Northern California Chapter International Public Management Association - Human Resources (MCCIPMA-HR) Annual Chapter Conference & Expo, Spring Fling at the Los Angeles Zoo, HR Star Conference, South Pasadena Colorfest, UC Berkeley Finance Fair
Second Quarter 2018	75	97,498	Oakland Zoo Earth Day, Orange County Ultimate Women's Expo, Festival de Los Ninos at Fresno Chaffee Zoo, CalPERS Benefits Education Events, Western Region IPMA-HR Annual Training Conference, CA State Legislative HR Conference, HR Benefits Fairs at City of Fort Bragg and City of Benicia, Wellness Fair at City of Richmond, Latino Business Expo, UCI Campus Wellness and Safety Fair, 529 Day Informational Tabling (FTB, CalSTRS, CalPERS, CalEPA, CDPH, DMV, STO), IEPMA-HR 2018 Training Forum, L.A. Ultimate Women's Expo, Bakersfield Kids Fest, City of Elk Grove Big Truck Day, San Diego Kids Expo, Japanese Community Youth Council, Boys and Girls Club of Stanislaus County All-Staff Meeting, SCPMA-HR Annual Training Conference, Chapman University Health & Resource Fair

Outreach Events – 2018 Summary Continued

Timing	Number of Events	Number of Attendees	Events
Third Quarter 2018	99	60,313	CalPERS Benefits Education Events (Bakersfield, San Diego, Garden Grove), LA's Largest Mixer 2018, CA School Employees Association Annual Conference, HR Star Conference (San Francisco), Oakland Natives Give Back to School Rally, North County Health & Wellness Fair, 2018 Kids 'N Fun Festival, 2018 CA Homeschool Network Family Expo, League of Cities 2018 Annual Expo, College Quest, OC Asian Business Expo, Sacramento Area Human Resources Association (SAHRA) 2018 Annual Conference, Central California Womens Conference, KidZone Museum Farm Festival, ScholarShare Children's Book Festival at Fairytale Town, City of Chino Benefits Fair, Financial Planning Association San Diego Symposium, First 5 LA Presentation, CSU Fresno Annual Benefits Fair & Wellness Expo, City of Duarte Benefits Fair
Fourth Quarter 2018	118	61,640	State Compensation Insurance Fund Benefit Fair (San Francisco). Calabasas Mom Expo, Los Angeles Zoo Boo at the Zoo, Women Leaders in Law Enforcement Training Symposium, SSO Employee Health and Wellness Day Fair, UC Merced Open Enrollment Benefit Fair, Inland Empire Largest Mixer, County of Sacramento Employer Event, LA County Women's Leadership Conference, STEAM Maker Festival, Contra Costa Courts Benefits Fair, Vacaville Kid Fest, Babies and Bumps, Snowflake Festival, Sacramento Native American Health Alliance Self Care Fair, NCHRA Womens Leadership Conference, TechXpo HR Conference, Charles Drew University Benefits Fair, Occidental College Benefits Fair, Trunk or Treat, California Asset Building Coalition Financial Resources for Sonoma County.



Appendix

2018 Marketing Budget

ACTUALS AS OF 12/31/18	Spending	%
Direct Marketing (Search, Display, DM, EM)	\$ 7,317,579	73%
Promotions / Community Outreach	\$ 513,337	5%
Radio	\$ 35,760	0%
Fulfillment, Printing & Postage	\$ 193,945	2%
Agency Staff	\$ 1,257,947	13%
Public Relations	\$ 495,318	5%
Promotional Items	\$ 123,649	1%
Research	\$ 62,465	1%
TOTAL	\$ 10,000,000	100%

DIRECT MARKETING DETAILS

Digital Ads - Prospects	\$ 2,071,944
Account Services	\$ 1,676,534
Postage	\$ 732,303
Search	\$ 643,651
Brand Video	\$ 421,180
Matching Grant	\$ 306,718
Digital Ads - AOs	\$ 284,235
Direct Mail	\$ 198,201
Retargeting	\$ 176,940
E-mail	\$ 153,822
Website Analysis	\$ 143,186
Data Licensing	\$ 87,618

Other

Web Hosting	\$ 378,947
Social Media Support	\$ 42,300
TOTAL	\$ 7,317,579

