Field Guide to
Nonprofit Program Design, Marketing and Evaluation

Fourth Edition
By Carter McNamara, MBA, PhD
# Table of Contents

Table of Contents ................................................................. i

**Introduction** ........................................................................... vii
   Focus of this Field Guide .............................................................. vii
   Uses for this Field Guide .............................................................. vii
   How to Use Guide ................................................................. vii
   Get Help – You Do Not Have to Do It All Yourself ......................... x
   About the Author ................................................................... xii
   About Authenticity Consulting, LLC ............................................ xii
   Acknowledgements ................................................................. xiii

**PART I: BACKGROUND AND PREPARATION** ......................... 1

**Understanding Nonprofit Organizations and Programs** .......... 3
   Benefits of Systems View ........................................................ 3
   Understanding “System” of Organizations and Programs ............ 4
   System Direction: Mission, Vision, Values, Goals and Strategies .... 8
   Nonprofits Programs, Configurations and Types ...................... 8
   Organization Chart of Typical Start-Up Nonprofit ..................... 11
   Organization Chart of Typical Small Nonprofit with CEO ............ 12
   Organization Chart of Typical Medium-to-Large Sized Nonprofit ... 13
   Depicting the “System” of a Nonprofit Program ....................... 14
   Understanding Life Cycles of Organizations and Programs .......... 16

**Understanding General Planning Process** ............................ 20
   Basic Planning Process and Terms ........................................... 20
   Guidelines to Ensure Successful Planning and Implementation ...... 21
   Guidelines for Successful Program Development and Evaluation .... 24

**Common Approaches to Program Planning** ......................... 27
   “Build It and They Will Come” Approach .................................. 27
   Seat-of-the-Pants Approach ..................................................... 28
   Incremental Planning Approach .............................................. 29
   Business Planning Approach .................................................. 29
   Business Development Approach .......................................... 31
   Approaches and Good Program Management .......................... 32

**Strategic Planning: Direction for Programs and Staff** ............. 33
   What Is Strategic Planning? .................................................... 33
   All Else Flows from Strategic Planning ..................................... 34
   Developing Your Basic Strategic Plan ..................................... 35
PART II: PROGRAM PLANNING ................................................................. 39

Chronology of Activities in Program Planning ........................................... 41

Importance of Strong Marketing Orientation ............................................. 43
  Good Marketing Is Good Management .................................................. 43
  Critical Role of Market Research ......................................................... 43

Developing Program Framework ............................................................... 45
  Assessment of Community Needs and Interests ....................................... 45
  Vision for Program Participants ............................................................ 48
  Desired Outcomes for Program Participants ........................................... 49
  Program Methods to Help Participants Achieve Outcomes ...................... 50
  Outcomes Goals/Targets and Indicators toward Hitting Targets ............... 52
  Outputs/Tangibles Produced by Program Methods .................................... 54
  Preliminary Program Logic Model ......................................................... 54

Marketing Analysis .................................................................................. 56
  Target Markets and Their Unique Features ............................................ 56
  Perceived Program Benefits to Each Target Market ............................... 58
  Packaging ............................................................................................ 59
  Unique Value Proposition ................................................................. 60
  Naming and Branding ......................................................................... 60
  Pricing Analysis .................................................................................. 62
  Know Your Competition ..................................................................... 63
  What Current or Potential Collaborators Exist? ................................. 64
  Applicable Laws and Regulations ....................................................... 65
  Intellectual Property – Copyrights, Trademarks and Patents ................. 65
  Summary Description of Programs and Service ...................................... 66
  Remaining Marketing Analysis Tasks and Considerations ...................... 66
  Marketing Goals .................................................................................. 66

Planning Program Development ............................................................... 68
  Guidelines about Estimating Costs ....................................................... 68
  Starting Your Program ........................................................................ 71

Planning Program Operations ................................................................. 73
  Advertising and Promotions ............................................................... 73
  Sales .................................................................................................... 74
  Customer Service .............................................................................. 75
  Delivery of Services .......................................................................... 76
  Personnel Management ...................................................................... 77
  Materials (Supplies, Tools, Equipment and Facilities) ............................. 78

Planning Finances to Operate Program .................................................... 80
  Key Financial Concepts .................................................................. 80
  How to Develop Summary Program Budget ....................................... 81
  Sample Summary Program Budget Format ........................................ 87
PART III: PROGRAM EVALUATION ................................................. 89

Understanding Program Evaluation ................................................. 91
Myths about Program Evaluation ................................................... 91
What Is Program Evaluation? ......................................................... 92
Reasons to Do Program Evaluation .................................................. 92
Basic Ingredients for Program Evaluation ........................................ 93
Major Considerations to Designing Your Program Evaluation ........... 94

Common Types of Program Evaluations ...................................... 96
Implementation Evaluation – What Are We Doing? .......................... 96
Process Evaluation – How Does the Program Work? ......................... 97
Goals-Based Evaluation – Are We Achieving Goals? ......................... 98
Outcomes Evaluation – What Are Impacts on Clients? ..................... 100

Planning Your Program Evaluation ............................................. 102
Should You Hire a Program Evaluator? ........................................ 102
Who Is the Audience for Your Program Evaluation? ......................... 103
What Management Decisions Do You Need to Make? ....................... 103
What Evaluation Questions Should You Answer? ............................ 105
What Information Is Needed to Answer Evaluation Questions? .......... 106
What Are Best Sources for This Information/Data? .......................... 106
What Are Best Methods to Collect Information/Data? ....................... 107
How Will You Analyze and Interpret Your Results? ......................... 109
How Will You Report Your Evaluation Results? .............................. 110
Who Should Conduct the Evaluation? ........................................... 111
Review and Test Evaluation Plans .............................................. 111
Ethics and Information Privacy .................................................. 112
Pitfalls to Avoid During Evaluation Planning .................................. 112

PART IV: ASSEMBLING AND IMPLEMENTING PLANS .............. 115

Role of Leadership ........................................................................ 117

Assembling Plans .......................................................................... 118
Sections Common to Many Plan Documents .................................... 118
Assembling Program Development Plan ......................................... 120
Assembling Program Marketing Plan ............................................. 121
Assembling Program Promotions Plans (Sales, Advertising and Promotions) ................................................. 122
Assembling Program Operations Plan ........................................... 123
Assembling Program Staffing Plan ................................................ 124
Assembling Nonprofit Business Plan ............................................. 125
Assembling Program Evaluation Plan ............................................ 129
Assembling Fundraising Proposal ............................................... 130
Have Plans Reviewed By Others ................................................... 133
Approve Final Version of Plans .................................................... 134
Implementing Plans ................................................................. 135
Tools to Track Status of Implementation .................................. 135
Capture Learnings from Implementation of Plans .................. 136

APPENDICES ........................................................................... 137

Appendix A: Key Terms ............................................................ 139

Appendix B: Resources for Nonprofits .................................... 143
Free Management Library SM ....................................................... 143
Free Nonprofit Micro-eMBA SM Organization Development Program .... 144
Organizations Assisting Nonprofits ........................................... 145
Free, On-Line Newsletters and Forums ..................................... 146

Appendix C: Checklist of Nonprofit Management Indicators .... 147

Appendix D: Worksheets ............................................................ 161
Assessment of Community Needs and Interests ......................... 163
Vision for Program Participants .................................................. 166
Desired Outcomes for Program Participants ............................... 168
Methods to Help Participants Achieve Desired Outcomes .......... 170
Outcomes Goals/Targets and Indicators toward Hitting Targets ...... 172
Preliminary Program Logic Model .............................................. 173
Target Markets, Their Features and Benefits They Perceive .......... 174
Packaging Analysis ................................................................. 175
Unique Value Proposition Description .................................... 176
Program Name Analysis ............................................................. 177
Pricing Analysis ....................................................................... 178
Competitor Analysis ............................................................... 180
Collaborator Analysis ............................................................. 182
Laws and Regulations ............................................................. 183
Description of Service ............................................................... 185
Summary of Remaining Marketing Analysis Tasks and Considerations .... 187
Marketing Goals ....................................................................... 188
Program Planning Development .............................................. 189
Advertising and Promotions .................................................... 193
Sales Planning .......................................................................... 194
Customer Service Planning ..................................................... 195
Delivery of Services ............................................................... 196
Personnel Needs ....................................................................... 200
Materials (Supplies, Tools, Equipment and Facilities) .................. 203
Summary Program Budget ....................................................... 206
Planning Your Program Evaluation ................................ .......... 210
# Appendix E: Basic Methods in Business Research

<table>
<thead>
<tr>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning Your Business Research</td>
</tr>
<tr>
<td>Overview of Methods to Collect Information</td>
</tr>
<tr>
<td>Ethics: Information Release from Research Participants</td>
</tr>
<tr>
<td>Guidelines to Conducting Observations</td>
</tr>
<tr>
<td>Guidelines to Writing Questionnaires</td>
</tr>
<tr>
<td>Guidelines to Conducting Interviews</td>
</tr>
<tr>
<td>Guidelines to Conducting Focus Groups</td>
</tr>
<tr>
<td>Guidelines to Completing Case Studies</td>
</tr>
<tr>
<td>Guidelines to Conducting Pilot Research (Test Market)</td>
</tr>
<tr>
<td>Convenient Methods to Collect Information</td>
</tr>
<tr>
<td>Major Sources of Trends Information about Nonprofits</td>
</tr>
<tr>
<td>Major Sources of Market Research Information</td>
</tr>
<tr>
<td>Analyzing and Interpreting Research Data</td>
</tr>
</tbody>
</table>

# Appendix F: Major Methods of Advertising and Promotions

<table>
<thead>
<tr>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collateral, Advertising and Outreach</td>
</tr>
<tr>
<td>Promotional Activities through the Media</td>
</tr>
<tr>
<td>Other Promotional Activities and Events</td>
</tr>
</tbody>
</table>

# Recommended Readings – an Annotated List

# Index