



TM

**INTERNATIONAL  
READING ASSOCIATION  
2010-2011 Marketing Plan**

**Renee Brosius  
First Draft  
June 30, 2010**

## Table of Contents

Mission.....	3
Situation Summary.....	3
Market Opportunity Profile.....	4
Competitive Challenges.....	4
Member Profile.....	4
SWOT Analysis.....	5
Plan Goals.....	7
Financial Goals.....	7
Plan Strategies.....	8
Membership Marketing.....	10
Publications Marketing.....	47
Conferences Marketing.....	67
Global Affairs Marketing.....	67
State and Federal Relations Marketing.....	68
Advertising Program.....	69

**Marketing Plan Overview/Summary (available as a separate document).**

# International Reading Association 2010-2011 Marketing Plan Overview

## Mission

The mission of the International Reading Association is to promote reading by continuously advancing the quality of literacy instruction and research worldwide.

## Situation Summary

The recession has had significant impact on the education industry and on the International Reading Association. Historically, IRA's revenue has been primarily driven by the three main product areas: conferences (40%), membership (30%), and publications (15%).<sup>1</sup> All three product areas were impacted when declining school district budgets led to reduced or eliminated funds available for professional development. Conference registrations, professional development books, and memberships that once were paid for by the school districts now must be paid out-of-pocket by educators.

IRA membership has been declining for the past ten years—dropping from 93,000 to 65,000 with a resulting revenue loss of more than \$1,000,000, excluding journal subscriptions. Two alarming factors included in this trend is a significant drop in retention rates, from 80% to 64%, and the decline in subscriptions to IRA's flagship journal, *The Reading Teacher*—from 78% ten years ago to the current subscription rate of 58%.<sup>2</sup> Further, analysis of the drop in *Reading Teacher* subscription rates has been seen to be a precursor to dropping membership altogether.

Publication sales have declined from a high of \$3,619,663 in fiscal year 2005-2006 to \$2,768,622 in 2008-09, with this fiscal year revenue at \$1,972,569 as of 4/30/10.<sup>3</sup> Again, decreasing district budgets available for professional development has impacted district book orders while increased economic pressures on teachers make them less likely to spend their own funds on professional development.

Conferences has also seen a downturn overall in convention registration in the current economic climate, but also has experienced fluctuating attendance rates due to logistical factors such as location (poorer attendance in Toronto because it was outside the U.S.) and format (the two convention format in Minneapolis and Phoenix). While this year's convention met its target of 9,000+ paid registrations, attendance was significantly lower than the attendance at the last convention held in Chicago. (16,516 total paid registrations in 2006).

## **Market Opportunity Profile**

### **The Literacy “Market”** (as reported by the Monitor Group)<sup>4</sup>

- Literacy professional market contains ~1.7MM people in the U.S. and ~24MM people globally
  - IRA appears to have a ~4% share of the American market
- Significant growth or decline of IRA’s addressable market is not projected
  - Growth likely to track population closely
  - Number of reading specialists may be reduced in the short-term due to the loss of funding

## **Competitive Challenges**

### **Professional Organizations**

There are many professional associations whose membership intersect or overlap IRA’s. Other professional associations also compete with IRA’s book and journal publishing programs. The closest competitors among professional associations are ASCD and National Council of Teachers of English (NCTE)—both in terms of audience and product offerings. ASCD has a much larger membership and a broader range of product offerings, but is focused on administrators and curriculum developers. ASCD is not solely literacy-based, but there is overlap in membership between IRA and ASCD. NCTE has a smaller membership than IRA, but is focused on English-language arts professionals at all levels, so competes more directly for our core membership. With audiences other than reading specialists, IRA faces the challenge of being a “second” professional membership for teachers—threatening membership in tough economic times. For a complete analysis of competitive and comparative membership organizations, please see Appendix A (compiled by the Membership New Product Development Team 12/09)

IRA’s book publishing program competes with commercial publishers with larger product lines and much larger budgets. Commercial publishers in direct competition include Scholastic, Heinemann, Stenhouse, and Pearson. IRA competes with these publishers not only for customers, but for authors. Bestselling IRA authors often also publish with the larger publishers and eventually leave IRA for the more lucrative publishing contracts and extensive resources of larger publishers.

### **Member Profile**<sup>5</sup>

- 60% are teachers or reading specialists
- 13% are school administrators or supervisors
- 10% are college/university faculty or administrators
- Average years of experience as an education professional: 21
- 86% are school-based
- 64% are preschool to grade 6
- 15% are middle and high school
- 8% are all-school
- 13% are higher education-based

- Average amount authorized to spend from school or district funds: \$602
- Average out-of-pocket expenditure for classroom purposes: \$418
- Average annual income: \$98,000

## **SWOT Analysis**

### **Strengths** (as reported by the Monitor Group)<sup>6</sup>

- All key stakeholders are passionate about IRA and its role in promoting literacy education
  - Board, staff, and members shared a common desire to provide constructive thinking to help IRA improve
- Members highly value IRA’s research and professional development, and how IRA fosters a literacy community
- Members often hear about IRA by word of mouth, indicating a strong member network
- Some IRA publications such as *Reading Research Quarterly* are recognized as leading journals in the field
- Annual conference is considered the premier event for literacy professionals

### **Weaknesses** (as reported by the Monitor Group)<sup>7</sup>

- IRA’s strategic priorities could be more clear
  - Staff, Board and members recognize the value of individual activities
  - How the activities fit together is less well defined
- Current engagement model does not resonate with younger professionals
- Economic model may not be sustainable given aging membership base
- Organizational design and culture limit collaboration & innovation
- Technology is underutilized as a way to engage and deliver value to literacy professionals

### **Additional Weaknesses**

- Market research has repeatedly revealed member/customer desires for more practical content in our offerings. Members remark that membership value would increase if IRA offered more, practical, take-to-the-classroom strategies in journals, on the website, and in books published. IRA has been slow to address this customer need.

### **Opportunities** (as reported by the Monitor Group)<sup>8</sup>

- IRA appears to have significant room to grow in the literacy market
- Research-driven professional development is a market offering where IRA could out-compete others (e.g., for-profit publishers, consultants, other literacy / teaching organizations)
- “On the ground” literacy organizations, could offer IRA interesting partnership opportunities

### **Additional Opportunities**

- New federal education programs, such as **Race to the Top**, will provide districts with funds to be used for professional development and teacher improvement. Tailoring or positioning IRA offerings to align with professional development demand that results from new programs can open new opportunities for sales growth.
- State adoptions of the **Common Core Standards** will cause districts to seek professional development that can bring their classroom teachers “up to speed” on the standards and methods for teaching to them. IRA publications—the *Using Rubrics to Improve Student Writing* series —were referenced in the common core standards documents and IRA authors were key contributors to the standards. This association could position IRA as a “go to” source for professional development on the Common Core. To take advantage of this opportunity, publications and other PD offerings of IRA can be positioned as resources to prepare teachers to teach within the common core standards.

**Threats** (as reported by the Monitor Group)<sup>9</sup>

- “One size fits all approach” to PD may lead IRA to lose segments with distinct needs (e.g., new teachers) to other organizations who have been more successful in meeting these needs
- Literacy is changing due to the increased use of technology, which has content and delivery implications
- Decline in PD funding due to the end of Reading First, likely to cause PD spend per member to be reduced

**Sources:**

<sup>1</sup> International Reading Association Final Strategy Document, February 2009 by The Monitor Group, p.11

<sup>2</sup> International Reading Association 2010 – 2011 Annual Budget

<sup>3</sup> International Reading Association 2010 – 2011 Annual Budget

<sup>4</sup> International Reading Association Final Strategy Document, February 2009 by The Monitor Group, p.8

<sup>5</sup> Zeldis Research Associates—IRA member Survey, February 2009 IRA Monthly Member Statistics, June 2009

<sup>6</sup> International Reading Association Final Strategy Document, February 2009 by The Monitor Group, p.11

<sup>7</sup> International Reading Association Final Strategy Document, February 2009 by The Monitor Group, p.11

<sup>8</sup> International Reading Association Final Strategy Document, February 2009 by The Monitor Group, p.8

<sup>9</sup> International Reading Association Final Strategy Document, February 2009 by The Monitor Group, p.8

# Goals

## General Plan Goals

- Grow membership through increased new member acquisition, higher retention of existing members, and increased journal subscription.
- Grow revenue in all product/revenue-generating areas.
- Generate awareness of our product offerings to both new and established audiences
- Improve member satisfaction and retention through engagement
- Inform future product development and market positioning through market research

## Financial Goals for 2010-2011

### Membership:

1. Increase new member recruitment to 2,250 per month or 27,000 annual.
2. Improve the overall retention rate by from 64% to 70% by June 2011
3. Grow or develop 30 new councils in urban communities as a rate of 100 new members, or 3,000 new total members. Advancement to seek foundation funding where possible to cover recruitment expenses.
4. Target 100 new members per month for a new parent membership
5. Increase *The Reading Teacher* subscription memberships by 1% (joint with publications)
6. Increase *Journal of Adolescent and Adult Literacy* subscription memberships by 1% (joint with publications)
7. Increase *Reading Research Quarterly* subscription memberships by 1% (joint with publications)
8. Achieve total revenue goal of: \$3,462,306

### Publications:

1. Increase *The Reading Teacher* subscription memberships by 1% (joint with membership)
2. Increase *Journal of Adolescent and Adult Literacy* subscription memberships by 1% (joint with membership)
3. Increase *Reading Research Quarterly* subscription memberships by 1% (joint with membership)
4. Achieve annual revenue goal of \$3, 248,396 in publication sales by end of June 2011
5. Achieve annual revenue goal of \$542,902 in Book Club income.(joint with membership as books are sold as an add-on to membership)

### Conferences:

1. Achieve Annual Convention attendance of 9,000 registrants.

### Advertising:

1. Develop an association-wide advertising program (through Fox Associates) to stabilize and grow ad revenue.
  - a. Print Advertising goal total: \$623,000
    - i. Reading Today goal: \$224,000
    - ii. The Reading Teacher goal: \$157,000
    - iii. Reading Research Quarterly goal: \$4,000
    - iv. Journal of Adolescent & Adult Literacy goal: \$28,000
    - v. Convention Program goal: \$210,000
  - b. Online Advertising goal: \$67,200
  - c. Convention Preview goal: \$44,000
  - d. Virtual Exhibit Hall goal: \$16,000

### List rentals:

1. List rental goal: \$200,000

### General Plan Strategies

1. **Provide robust, aggressive marketing efforts to the product areas.** Multi-channel promotional campaigns will include direct mail, online/email promotions, content marketing, social media, advertising, and SEM through Google AdWords.
2. **Increase overall effectiveness of marketing efforts by incorporating targeted marketing campaigns aimed at key market segments.** Particular attention will be given to key market segments identified to be important to IRA's growth and longevity, including new teachers and council members. Targeting campaigns to the career cycles identified in IRA's strategic plan will be pursued wherever possible. Data mining will be used to identify opportunities and repetitive contact to key segments will increase awareness and revenue.
3. **Tie marketing efforts to revenue** by developing tracking practices that can be used to evaluate the effectiveness of marketing campaigns, refine marketing efforts based on successful approaches, and begin to inform and shape product sales forecasts.
4. **Create engagement programs** to improve member satisfaction and increase conversion of "at-risk" members.
5. **Conduct ongoing market research** to find out what members and nonmember buyers really want in the way of products and services from IRA. This research can be used to guide product development, inspire marketing and engagement efforts, and give IRA staff the information they need to better serve our audiences.



- 6. Create integrated marketing approaches** that serve the Association as a whole by maximizing contact with market segments through combined offers, cross-sells, and multi-product programs and promotions.



TM

**INTERNATIONAL  
READING ASSOCIATION**  
2010-2011 Membership Marketing Plan

**First Draft  
June 30, 2010**

# Membership Marketing Plan 2010-2011

## Plan Objectives

- **Grow Membership**
  - **Acquisitions:** Recruit 2,250 new members per month
  - **Renewals:** Increase retention rate from 64.5% to 70% by June 2011
  - **Recruitment:** Develop or grow 30 new councils in urban communities at a rate of 100 new members per council—3,000 new members at a basic level
  - Target 100 new memberships per month for the new membership
  - Achieve total revenue goal of: \$3,462,306
- **Grow Journal Revenue**
  - Increase memberships with subscriptions of *The Reading Teacher* by 1%
  - Increase memberships with subscriptions of *Journal of Adolescent and Adult Literacy* by 1%
  - Increase memberships with subscriptions of *Reading Research Quarterly* by 1%
- **Increase Member Engagement**
  - Increase member satisfaction—leading to improved recruitment and retention rates—through a multi-touch point member engagement plan.
- **Conduct Market Research and Acquire Competitive Intelligence**
- **Evaluate and Analyze different approaches to membership dues/pricing models to ensure revenue growth and organizational sustainability**

## Metrics to Measure Progress

- Extensive and ongoing tracking of promotion campaigns through promotional and discount codes, direct mail matchbacks.
- Utilize IT-created Membership Dashboard to track membership statistics and analyze trends. Dynamically adjust marketing tactics based on trends and campaign success.

## **Estimated Total Expense Budget:**

Membership Acquisitions Marketing: \$437,675

Membership Retention Marketing: \$389,775

## **Estimated Total Revenue Budget:**

Membership: \$3,462,306

## **Staffing Resources Needed:**

**Membership: 4 Full-time employees** dedicated to membership acquisitions, recruitment, and retention, including **1 new FTE**.

Support and assistance from the following units:

**IT**

**Marketing**

**Call Center**

**Publications**

**Web**

## **Plan Objective:**

### **Grow Membership:**

- Acquisitions: Recruit 2,250 new members per month

**Marketing Initiative:** Develop acquisition campaigns with messages targeted to various markets/audiences.

**Target Audience:** New Teachers

### **Campaign Goal:**

- **Recruit a new generation of IRA members:** The average age of an IRA member is 50 years old. In order to ensure sustainability of our membership base, IRA needs to identify, target, and engage younger teachers and students. We need to capture them at the start of their professional careers with targeted messaging and through marketing vehicles that will resonate with younger professionals and address the challenges of those members just embarking on their careers. If we can provide solutions and support for their immediate challenges, engage them with ongoing resources, and inspire them with a sense of community, we can renew our membership and sustain the Association.

### **Strategies:**

- **Targeted Messaging and Offers:** Address the challenges of new teachers through targeted messaging and offers of specialized content that give them immediate “take-to-the-classroom” strategies. We plan to acquire a series of specialized content pieces tailored to new teachers to incorporate into this membership offer.
- **Go to where they are:** New teachers are part of the digital generation—adept at seeking and finding solutions on the internet and networking through social media. While the high cost and limited availability of outside email addresses makes it difficult to make initial contact through email, online techniques will be used whenever possible—include banner advertising, SEM advertising through Google AdWords, and content marketing aimed at capturing email addresses in exchange for content.

### **Promotions:**

- **New Teacher acquisition direct mail campaign**
  - **Proposed drop date: August/September 2010** (date TBD)
  - **Audience:** approximately 100,000 first year teachers identified through MDR
  - **Messaging:** Addressing the challenges of being an overwhelmed new teacher. “Having trouble making lesson plans?” “Looking for strategies?” “Need support? Expert advice?” Acknowledge the challenge of being a young teacher and offer ways IRA can help ease the stress. Positioning IRA membership and products to resonate with new teachers.

- **Creative:** Direct mail piece with some attractive/eye catching component, targeted messaging, and redirect link to a custom, attractively designed landing page.
  - **Capturing Emails:** It is important to try to capture the emails of this audience, even if they don't join right away. We will have a compelling content piece—"Survival Tips for New Teachers," written by Beverly Tyner—featured on the direct mail that will drive them to the website. The piece will be available in exchange for providing a name and email address. We will work with IT to capture email addresses either on a webpage or through a landing page and add these prospects to our database. It would then provide us with an inexpensive mechanism to promote to them in the future.
- **Offer Possibilities:** (To be determined in consultation with finance)
  - **Significant discount** off standard membership pricing for a modified variation of membership that will be online only. The different discount rates will be tested to determine an effective price point. The adjustments to membership will be done through a discount code rather than by creating a new membership.
- **New Teacher online resources:** IT will set up an access-controlled page or section of the website that will be accessible only to new teachers. The page will feature special resources tailored to new teachers and selected existing resources that have been chosen for their usability for new teachers. Initially there will be one new article, strategy, lesson plan, or other resource added each month with plans to acquire additional resources. We will be contracting a bestselling IRA author to be our "resident expert" and provide the monthly resources for the first year. We are hoping to contract Beverly Tyner, Valerie Ellery, or Lori Oczkus for this content. Beverly Tyner will be providing an initial "Survival Tips for New Teachers," article as a promotional piece to entice new teachers to join. The new teacher's page will also feature a discussion forum where new teachers will be able to share challenges and concerns with other new teachers and with experienced teachers who will offer online advice. (Access control for this feature will need to be discussed if we are going to offer mentoring from experienced teachers who do not have the new teacher membership). Initially, the TAP committee, IRA authors, and other members will be contacted to request that they volunteer to monitor and offer advice to the new teachers. There will be two forum areas: one for the new teachers to talk among themselves, and one "mentoring" area.
- **Follow-up:** Follow-up HTML designed emails to prospects that provided their email addresses during the initial campaign. Those who did not join at that time will get a follow-up appeal approximately 2 weeks after the web contact, and then we will have other promotional emails and offers throughout the year.

- **New Teacher online/content advertising campaign**
  - Identify websites that offer banner advertising that would be likely frequented by new teachers: Scholastic’s New Teacher site, Facebook, ReadWriteThink.
    - Two possibly types of ads:
      - **Content for contact:** Banner ad offers the Tyner new teacher piece. Takes user to landing page offering strategy in exchange for email address and information on member benefits with a new teacher twist.
      - **Banner ad-** Offering benefits important to new teachers: expert advice, community of literacy professionals, practical resources. Jumps to a landing page promoting the benefits of IRA membership and content piece in exchange for contact information. Facebook ads could jump to IRA Facebook page where there is a discount membership offer.
- **New Teacher Google AdWords campaigns**
  - **Create a series of campaigns to be launched throughout the year targeted to new teachers.**
  - **Messaging:** Offering benefits important to new teachers: expert advice, community of literacy professionals, practical resources.
  - **Offer: Significant discount** off standard membership pricing for a modified membership product that will be online only. The discount will be tested at different discount rates to determine an effective price point. The adjustments to membership will be done through a discount code rather than by creating a new membership.
  - **Creative:** Brief text ad, careful selection of keywords. Jumps to landing page that offers the Tyner article in exchange for contact info with a membership offer and messaging.
- **New Teacher social media campaign**
  - **Membership discount offers through Facebook, Twitter, and LinkedIn**
    - At intervals throughout the year, offer special discount membership offers to Facebook Fans, Twitter followers, and LinkedIn members.
    - **Messaging:** Recognizing challenges and financial constraints facing new teachers.
    - **Offer: Significant discount** off standard membership pricing for a modified membership product that will be online only. The discount will be tested at different discount rates to determine an effective price point. The adjustments to membership will be done through a discount code rather than by creating a new membership.
    - **Creative:** Posts on the “wall” of Facebook, and on community pages of Twitter and LinkedIn.

## **Plan Objective:**

### **Grow Membership:**

- Acquisitions: Recruit 2,250 new members per month

**Marketing Initiative:** Develop acquisition campaigns with messages targeted to various markets/audiences.

**Target Audience:** Council members who are not IRA members

**Campaign Goal:** Use IRA's established relationship with councils to recruit highly qualified prospects for IRA membership. Members of IRA Councils have demonstrated their willingness to participate in a professional organization and already have knowledge or an awareness of IRA. Recent focus groups revealed that most participants had become IRA members for one of two reasons: they joined their local council first and found IRA through their council, or they were required by their professors to join IRA while in school. Those who had come in as council members were committed, enthusiastic members of the Association. All of this evidence implies that many or most local and state council members would also be IRA members, but the number of council members who are also IRA members is still surprisingly small. These people are prime candidates to recruit for IRA and even to serve as grassroots recruiters themselves.

### **Strategy:**

**Targeted Messaging and Offers:** Special messaging and careful recognition of council sensitivities need to be taken into account when messaging for council members. It is important to be clear in approach so the council member does not mistake IRA recruitment promotions with those of the local council, but is reminded of the close relationship between the two organizations. It is also important recognize the value of the local organization and encourage its leadership to encourage their members to join IRA. Messaging should reference the value of local membership while promoting the benefits of joining the larger community and accessing the expanded resources of an international professional organization. Council members might question what IRA has to offer that they can't get from their council so the general theme of campaigns will be something on the order of "What can IRA do for you?" While using this approach, reference will also be made of IRA's recognition of the important contribution these people can bring to IRA. The partnership of IRA and the local organization must be referenced so IRA doesn't appear to be positioning itself as a replacement to the local organization, but instead, a complementary partner.

Direct mail recruitment will be approached as an "invitation" to these special prospects, while a series of follow-up emails will each focus on an important facet of IRA membership under the general theme. In awareness of the cost to members of both organizations, discounts to this group may be dollar-based rather than percentage based



so it can be positioned as a special Council Member “rate” or discount only they get because they have to pay local dues too.

### **Promotions:**

- **Council member acquisition direct mail campaign**
  - **Audience:** All known Council members who are not already IRA members—approximately 72,000 prospects.
  - **Messaging:** What Can IRA do for you? Benefits of an international community of literacy professionals, expanded resources.
  - **Offer:** Special discount rate that is dollar based (\$5-10???) so that it can be positioned as a special discount for Council members because they already pay local dues.
  - **Creative:** Special “invitation” style card or tri-fold brochure with a reply card. A “special invitation for a special audience”. The tone will be respectful but warm, emphasizing IRA’s recognition of the importance of these professionals to our organization.
  - **Follow-up:** One email follow-up two to three weeks after mail should hit. The ongoing email campaign, described following this, will begin in October.
  - **Follow-up: Second direct mail** w/ email follow-up is planned for April—contingent upon initial campaign success and available funds.
- **Monthly Email Campaign**
  - **Launch dates: Monthly, starting in October**
  - **Audience:** All known Council members who are not already IRA members—approximately 72,000 prospects.
  - **Messaging:** What Can IRA do for you? /What IRA can offer you—Benefits of an international community of literacy professionals, expanded resources, etc. Each month will feature an important feature or IRA membership, or facet of IRA that is not available from a local council. The series topics will include: **journals, advocacy, international networking/leadership opportunities, convention (with discount), and professional development resources (with discount).**
  - **Offer:** Special discount rate that is dollar based (\$5-10???) so that it can be positioned as a special discount for Council members because they already pay local dues.
  - **Creative:** The email series will be attractively designed HTML emails with a branded look but with individual imagery to match the email topic.
- **Second Council member acquisition direct mail campaign**
  - **Proposed drop date: April, 2010** (date TBD) Contingent on available funding. Messaging and creative to be determined based on results of first campaign.

## **Plan Objective:**

### **Grow Membership:**

- Acquisitions: Recruit 2,250 new members per month

**Marketing Initiative:** Develop acquisition campaigns with messages targeted to various markets/audiences.

**Target Audience:** Lapsed members extending 8 years back.

**Campaign Goal:** Recapture members who have lapsed and bring them back into active membership. Lapsed members are professionals who once believed in IRA and were members. We need to find out why they lapsed, make them aware of what new benefits are available to IRA members, and instill a need to rejoin their professional home.

### **Strategies:**

**Market Research:** Create an online survey that will discover why members lapse and what would add sufficient value to their IRA membership that would make it worthwhile to return. Participants should receive a coupon with a discount code to rejoin.

Use the answers we get to position membership and target a message that will resonate with these former members. Try to incorporate their input into future product or membership offerings.

### **Targeted Messaging and Offers:**

- **Messaging:** An emotional appeal inviting them to “Come back” to their professional home
- **Messaging:** What has IRA been doing since you left...include benefits as well as advocacy and other changes of interest. New benefits include “Summer Highlights” for *RT* subscribers, *IRA Inspire*, and *IRA Connection*.
- **Messaging:** May consider adapting the themed “What can IRA do for you?” email series campaign to lapsed members.
- **Offer:** Discount TBD.

### **Promotions:**

- **Email campaigns**
  - **Launch dates: a minimum of four times a year, could be increased.**
    - **September, December, March, May**
  - **Audience:** Lapsed members in two groups: lapsed 1 to 4 years; lapsed 5-8 years.
  - **Messaging: see above.**
  - **Offer:** Discount TBD.
  - **Creative:** The email series will be attractively designed HTML emails with landing pages.

- **Summer Highlights campaign**
  - **Launch date:** July and August issue of *Summer Highlights*
  - **Audience:** Lapsed members in two groups: lapsed 1 to 4 years; lapsed 5-8 years.
  - **Messaging:** Send the issue of the *RT Summer Highlights* with a message at the top telling lapsed members that this is a new benefit of an *RT* membership and wouldn't they like to rejoin so they can get future issues. In July, mention *Children's Choices* coming up in the October issue. In August, remind them that first issue of the year is coming up with practical new features.
  - **Offer: 10% across membership**
- **Reading Teacher campaign**
  - **Launch dates: September.**
  - **Audience:** Lapsed members in two groups: lapsed 1 to 4 years; lapsed 5-8 years. (This promotion may need to be managed around other RT and lapsed member promotions).
  - **Messaging:** Look at the new *RT*. Review the new, practical features that will be in *RT* for the next publication year and remind them that it is a perfect time to rejoin IRA
  - **Offer: 10% across membership**
  - **Offer:** Include a link to an *RT* article to be kept on hidden library on website.
  - **Creative:** Designed email featuring *RT* covers.

## **Plan Objective:**

### **Grow Membership :**

- Acquisitions: Recruit 2,250 new members per month

**Marketing Initiative:** Develop acquisition campaigns with messages targeted to various markets/audiences.

**Target Audience:** Non-member meeting attendees

**Campaign Goal:** Recruit nonmember convention (and if applicable regional) attendees to join IRA.

### **Strategies:**

**Market Research:** Create a short online survey that will discover why nonmember attendees haven't joined IRA, especially since they can get a discount. Participants should receive a coupon with a discount code to join. (Possible to give a code in Zoomerang?).

Use the answers we get to position membership and target a message that will resonate with these buyers. Try to incorporate their input into future product or membership development.

### **Targeted Messaging and Offers:**

- **Messaging:** An emotional appeal inviting them to “take the next step” and try IRA membership now that they’ve experienced the convention.
- **Messaging:** Reminding nonmember attendees that they receive substantial discounts on convention if they join and preregister as a member.
- **Offer:** Discount? Or just emphasize the convention discount? TBD.

### **Promotions:**

- **Email campaigns**
  - **Launch dates:**
    - End of November, before preregistration opens: Join and get your convention discount!
    - Mid-May, after convention: “It’s time to take the next step”
    - After regionals if there are any this year: “It’s time to take the next step”
    - April: Remind them again that membership provides substantial convention discount that more than pay for the cost of membership. Join and it’s like you get membership for free!
  - **Audience:** Nonmember meeting attendees.
  - **Messaging:** see above.

- **Offer:** Emphasize the convention discount or offer modest discount after convention.
- **Creative:** The email series will be attractively designed HTML emails with landing pages describing the benefits of IRA membership.

## **Plan Objective:**

### **Grow Membership :**

- Acquisitions: Recruit 2,250 new members per month

**Marketing Initiative:** Develop acquisition campaigns with messages targeted to various markets/audiences.

**Target Audience:** Non-member book/PPV buyers

**Campaign Goal:** Turn nonmember book buyers into high value members. The surprising truth is that 75% of our book purchases are made by non-members. Why do nonmembers buy our books, but not take advantage of IRA membership when member book prices are 20% off? What will it take to make them want to join? Can we reconfigure the book club membership so it would have more appeal? We'll try some special "book lover" offers to turn these book buyers into members and book clubbers.

### **Strategies:**

**Market Research:** Create a short online survey that will discover why nonmember book buyers haven't joined IRA, especially since they can get a discount. Participants should receive a coupon with a discount code to join. (Possible to give a code in Zoomerang?)

Use the answers we get to position membership and target a message that will resonate with book buyers. Try to incorporate their input into future product or membership offerings.

### **Targeted Messaging and Offers:**

- **Messaging:** Wouldn't it be nice to have this discount for *all* of your book purchases? Plus, you'd receive all of the other benefits of IRA membership. **Offer:** A one-time 20% off coupon (for nonmember use only) to give nonmember buyers a taste at being able to purchase at the member price.
- **Messaging:** Book club promotion—looking forward to the book club books for this year. Plus these other member benefits. **Offer: discount on book club membership.**
- **Messaging:** Book club promotion—not ready to make the leap? (to full book club membership) **Offer:** a trial book club membership. 3 books of the book club, plus a full year of the benefits of IRA membership at a special price. This does not need to be a new membership, just a promotional trial for one year. The trial could be set up through a discount code.
- **Messaging:** If you've liked our books... you'll love our journals. Join now as a journal member and you'll receive an Essential Readings book filled with journal articles pertaining to a topic of interest. (Give a selection). **Offer: An Essential Readings book.** (Check with Publications to determine if unit cost and shipping of book makes too big of an offer.)

- **Messaging:** An emotional appeal inviting them to “take the next step” and try IRA membership now that they’ve experienced our books or PPV articles. **Offer:** **Straight discount on basic membership.**

**Promotions:**

- **Email campaigns**
  - **Launch dates:**
    - **July:** for the 20% discount on a book purchase.
    - **September:** for new fall front list/book club appeal
    - **December:** for the trial book club membership with full year membership. (Work out titles/pricing with pubs)
    - **End of February:** Book buyers: book premium promotion/PPV buyers: discount offer on journal membership.
    - **April:** It’s time to take the next step
  - **Audience:** Non-member book buyers (all five) Nonmember PPV buyers (last two).
  - **Messaging:** See above.
  - **Offer:** See above.
  - **Creative:** The email series will be attractively designed HTML emails with landing pages describing the benefits of IRA membership and where applicable, the books of the book club.
- **Book Club Flyer for outgoing book orders**
  - **Launch date:** TBD
  - **Audience:** Non-member book buyers and members to add book club
  - **Messaging:** Look at the exciting selection of books in this year’s IRA Book Club. Join now or add book club to your membership.
  - **Offer:** TBD No offer on add-on, could have a discount on basic membership.
  - **Creative:** Colorful flyer featuring this year’s book club line-up.

## **Plan Objective:**

### **Grow Membership :**

- Acquisitions: Recruit 2,250 new members per month

**Marketing Initiative:** Develop acquisition campaigns with messages targeted to various markets/audiences.

### **Target Audience: Administrators/Leader/Experts**

### **Campaign Goal:**

- **Recruit high-dollar value administrators and school leaders with targeted messaging and promoting journal membership.** In keeping with the strategic plan, this campaign will target administrators and others in the leader/expert point of the career cycle. Since these professionals have reached the point in their careers where their professional memberships and conferences are paid by the school districts, these prospects have the potential for higher-value membership. Because of this, this campaign will promote journal membership as the primary focus, with basic membership available, but not emphasized.
- **Acquire new prospects by capturing emails of administrators who retrieve the article/report premium—How to Prepare your School/Teachers for the new Common Core Standards.**

### **Strategy:**

- **Targeted Messaging and Offers:** Address the challenges of facing administrators—standards changes, selecting meaningful professional development for teachers, joining a network of other leaders. Promote the journals, mention convention in the context of meeting other leaders, etc.
- **Offer: TBD.**

### **Promotions:**

- **Administrator acquisition direct mail campaign**
  - **Proposed drop date: November, 2010** (date TBD)
  - **Audience:** approximately 100,000 administrators from high performance lists.
  - **Messaging:** See above.
  - **Creative:** Direct mail piece with some attractive/eye catching component, targeted messaging, and redirect link to a custom, attractively designed landing page.
    - **Capturing Emails:** It is important to try to capture the emails of this audience, even if they don't join right away. Use a webpage or landing page to offer a free resource in exchange for capturing a name and email address. We could then offer a free report/strategy targeted to administrators (on Common Core or a chapter from *Essential Guide to Core Reading Programs*) in exchange for an email address whether they join then or not. We will work with IT



to capture emails addresses either on a webpage or through a landing page and add these prospects to our database. It would then provide us with inexpensive mechanism to promote to them in the future.

- **Offer Possibilities:** Modest discount on journal membership.(10% off across membership).
- **Follow-up:** If we develop a mechanism for capturing email addresses, then we will have follow-up HTML designed emails to those who provided their email. Those who did not join at that time will get a follow-up appeal approximately 2 weeks after the web contact, and then we will have other promotional emails and offers throughout the year.
- **Administrator online/content advertising campaign**
  - Identify websites that offer banner advertising or online newsletters that would be likely frequented by administrators: (Possibilities: NAESP, AASA, ASAE, NSDC)
    - Two possibly types of ads:
      - **Content for contact:** Banner ad offers a free strategy targeted at administrators (Chapter from *Essential Guide to Core Reading Programs* or acquired resource on “Preparing your teachers/school for the Common Core Standards) Takes user to landing page offering strategy in exchange for email address and information on member benefits.
      - **Banner ad-** Offering benefits important to administrators: Jumps to a landing page promoting the benefits of IRA membership.
- **Administrators Google AdWords campaigns**
  - **Create a series of campaigns to be launched throughout the year targeted to administrators.**
  - **Messaging:** Offering benefits important to administrators (e.g. Looking for resources to prepare your teachers for the Common Core Standards? Choosing a core reading program? ) Networking.
  - **Offer:** Modest discount on journal membership? (10% off across membership)
  - **Creative:** brief text ad, careful selection of keywords, including using Education Leadership (an important key word for ASCD).

## **Plan Objective:**

### **Grow Membership :**

- Acquisitions: Recruit 2,250 new members per month

**Marketing Initiative:** Develop acquisition campaigns with messages targeted to various markets/audiences.

### **Target Audience: Experienced Professionals**

### **Campaign Goal:**

- **Recruit new members of our core membership group, experienced classroom teachers.** In keeping with the strategic plan, this campaign will target experienced classroom teachers and others in the experienced professional segment of the career cycle. These professionals are past the survival stage of new teachers, but are looking for new inspiration, networking, new strategies, and new techniques that will revitalize their teaching.

### **Strategy:**

- **Targeted Messaging:** Recharge your batteries. Revitalize your classroom practice. Be re-inspired by networking with your peers.
- **Offer: Discount 20%** on Basic membership.

### **Promotions:**

- **Experienced professional acquisition direct mail campaign I.**
  - **Proposed drop date: August, 2011** (date TBD)
  - **Audience:** approximately 100,000 experienced professional from high performance lists.
  - **Messaging:** See above.
  - **Creative:** Direct mail piece with some attractive/eye catching component, targeted messaging, and redirect link to a custom, attractively designed landing page.
- **Experienced professional acquisition direct mail campaign II.**
  - **Proposed drop date: March, 2011** (date TBD)
  - **Audience:** approximately 130,000 experienced professional from high performance lists.
  - **Messaging:** See above.
  - **Creative:** Direct mail piece with some attractive/eye catching component, targeted messaging, and redirect link to a custom, attractively designed landing page.
- **Experienced Professional Google AdWords campaigns**
  - Create a series of campaigns to be launched throughout the year targeted to experienced professionals.
  - **Messaging:** Offering benefits important to experienced professionals. Networking.

- **Offer:** Modest discount on journal membership or 20% off basic membership.
- **Creative:** brief text ad, careful selection of keywords.

## **Plan Objective:**

### **Grow Membership :**

- Acquisitions: Recruit 2,250 new members per month

**Marketing Initiative:** Develop acquisition campaigns with messages targeted to various markets/audiences.

**Target Audience:** Students /preservice teachers and (secondary) teacher educators

### **Campaign Goal:**

- **Capture students during their school years to build a younger membership base that can sustain the Association in the future.** Recent focus groups revealed that most participants came to IRA membership one of two ways: through councils and as student members through a professor's requirement or encouragement. These former student members were dedicated, passionate IRA members. In order replenish the core membership that will too soon be heading into retirement, we need to aggressively pursue student members and then engage them so that they remain members throughout their professional careers.

The challenge of student members is that we have no direct access to student contacts unless they are already a member. We need to reach them through their professors.

### **Strategies:**

- **Targeted Messaging: To students:** Becoming an IRA member is an investment in your professional future. Promote features of IRA membership that will be particularly appealing to students. Promote online journal because of students likelihood to research online. Also promote Access IRA for class research.
- **Messaging to teacher educators:** Encourage them to tell students the value of IRA membership in their professional careers
- **Offer: 20% renewal discount to Teacher-Educators** as a "Thank you" for forwarding promotional materials, student brochures to their students.
- **Offer:** free PPV article from journals to encourage students to get a journal.

### **Promotions:**

- **Email campaign**
  - **Proposed launch: September 2010**
  - **Audience:** approximately 6,000 literacy/reading teacher educators from internal lists
  - **Messaging:** See above.
  - **Creative:** Designed email to teacher educators that encourages teacher educators to encourage their students to join. Send them to new Teacher Educator page on the web. Also includes attached HTML email to be forwarded to students. This email tells students to invest in their future,

become a student member of IRA. Links to landing page featuring IRA benefits, positioned to students. Offers a download of a free PPV article.

- **Create new Teacher Educator webpage:** includes an online fill-in form for requesting student brochures. Includes links to resources for educators and students. Links to text adoption page. Also includes a link to an email that can be shared with students.
- **Email campaign**
  - **Proposed launch: March 2011**
  - **Audience:** approximately 6,000 literacy/reading teacher educators from internal lists
  - **Messaging:** See above.
  - **Creative:** Designed email to teacher educators that encourages teacher educators to encourage their students to join. Send them to new Teacher Educator page on the web. Also includes attached HTML email to be forwarded to students. This email tells students to invest in their future, become a student member of IRA and links to new student page.
    - **Create Student Member page which includes:**
      - Free PPV journal articles (rotated periodically)
      - Benefits of being a student member
      - Downloadable PDF of Student Brochure
      - Form for requesting student brochure mailed
      - Podcast links
      - Book blurbs of interest to students (update regularly)
      - Essential Readings information
      - Link to RWT
      - Link to the professional liability insurance benefit
- **Direct mail campaign**
  - **Proposed drop date: February 2011**
  - **Audience:** approximately 5,000 literacy/reading teacher educators from outside lists
  - **Messaging:** Combination pitch of the value of IRA membership to the professor and to encourage them to invite their students to join.
  - **Creative:** Pitch will include discount on membership for the teacher educator – 20% off basic and journal as a Thank you for encouraging their students to join. Includes:
    - Fax back form to request student brochures
    - Sample brochure
    - Letter/flyer
    - Include URLs for student and teacher educator page.
- **Student Google AdWords campaigns**
  - **Create a series of campaigns to be launched throughout the year targeted to students.**
  - **Messaging:** Create an incentive piece that will be useful to undergraduate students. Use this piece to drive students to a landing page or the student

member page which provides the download in exchange to name and email information. The landing page will offer “invest in your future” membership pitch and display member benefits.

- **Offer:** free PPV downloads on landing page or student member page.
- **Creative:** brief text ad, careful selection of keywords that would be used by students looking for research or support. Ad will link to Student membership landing page or webpage.
- **Student social media campaign**
  - **Membership discount offers through Facebook, Twitter, and LinkedIn**
    - At intervals throughout the year, offer special student membership offers to Facebook Fans, Twitter followers, and LinkedIn members.
    - **Messaging:** Join the professional community and find resources to support your studies.
    - **Offer:** Free PPV articles??
    - **Creative:** Posts on the “wall” of Facebook, and on community pages of Twitter and LinkedIn.
    - Consider promoting our Facebook community with Facebook promotion ads?

## **Plan Objective:**

### **Grow Membership :**

- Acquisitions: Recruit 2,250 new members per month

**Marketing Initiative:** Develop acquisition campaigns with messages targeted to various markets/audiences.

**Target Audience:** TBD by performance of previous mailings

### **Campaign Goal:**

TBD by performance of previous mailings

### **Strategy:**

- **Targeted Messaging:** Depend on audience and previous campaign performance.
- **Offer:** Depend on audience and previous campaign performance.

### **Promotions:**

- **TBD acquisition direct mail campaign**
  - **Proposed drop date: June 2011** (date TBD)
  - **Audience:** approximately 90,000 literacy educators TBD
  - **Messaging:** TBD.
  - **Creative:** TBD

## **Plan Objective:**

### **Grow Reading Teacher revenue:**

- Journal Subscriptions: 1% increase in *Reading Teacher* membership

### **Marketing Initiative:** Upsell RT during membership

### **Target Audience:** Basic Members

### **Campaign Goal:**

- Convert elementary-focused Basic Members to *RT* membership in order to increase journal revenue and increase basic member engagement.

**Market Research:** Create a short online survey for Basic members and former RT subscribers to determine why they don't subscribe to a journal.

### **Strategies:**

- **Targeted Messaging Promotions-** Automatically send emails at a predetermined point after joining as a basic member. Messaging: Get more from your IRA membership, join thousands of colleagues around the world that subscribe to IRA's premier journal, *The Reading Teacher*. Promote the practical features of *RT*. Mention research-based and peer-reviewed, bring the latest, best techniques for to your classroom, etc. **Ongoing Email campaigns for Basic members:** See what you're missing by not being an RT subscriber: special issues, new practical features, etc.
- **Offer:** TBD
- **List Exchange:** Investigate IRA management's interest and policy on offering emails of membership in an exchange for another Association's list, specifically NCTE. If possible, approach NCTE and see if they would be at all interested in either a one-time or ongoing email list exchange.
- **Call Center Upsell/Cross Sell of RT:** Work with Call center and IT to include upsell/cross-sell strategies to customer calls. Upsell basic members to *RT* membership when joining through the call center, or when purchasing a book or other resource. Also cross-sell basic membership to nonmember product buyers.
- **Call Center telemarketing upsell to RT membership:** If Call Center had available time, scripts could be written and outbound telemarketing calls could be done to upsell journal membership.
- **Note:** Call Center telemarketing and upselling would be contingent on the Call Center staff's availability. If possible, would only be implemented after carefully working out the program and details with the call center staff. Eva Baroth wrote a proposal for a cross-sell/upsell pilot program last year that could be used as a starting point for discussion. These initiatives will require meetings with the call center manager and further investigation.
- **Dependencies:** Launch dates for journal upsell for Basic member promotions will be dependent on completion by IT of functionality to add a journal during the membership cycle.



## Promotions:

- **Automatic Email –**
  - **Launch date:** Varying. Two months into Basic membership.
  - **Audience:** Basic members of elementary demographics and former *RT* subscribers.
  - **Messaging:** Get more from your IRA membership, join thousands of colleagues around the world that subscribe to IRA's premier journal, *The Reading Teacher*. Promote the practical features of *RT*. Mention research-based and peer-reviewed, bring the latest best techniques to your classroom, etc.
  - **Offer:** TBD.
  - **NOTE:** It may be more practical to make the generated email just be to all basic members and make a general journal pitch if we find that our journal demographics are not complete enough to segment the majority of basic members.
  - **Creative:** Is it possible to use a design template with IT auto-generated email? Or just get lists monthly and send out through Magnet Mail.
- **Summer Highlights campaign**
  - **Launch date:** July or August issue of *Summer Highlights*
  - **Audience:** Basic members of elementary demographics and former *RT* subscribers.
  - **Messaging:** Send the issue of the *RT Summer Highlights* with a message at the top telling basic members that this is a new benefit of an *RT* membership and wouldn't they like to add a subscription so they could get summer tips *and* research-based strategies throughout the school year.
  - **Offer:** Possible discount TBD. Could be a book coupon.
  - **Creative:** Insert a message at the top of the existing *RT Summer Highlights* HTML.
- **Practical RT features campaign**
  - **Launch dates:** August.
  - **Audience:** Basic members of elementary demographics and former *RT* subscribers.
  - **Messaging:** Look at the new *RT*. Review the new, practical features that will be in *RT* for the next publication year and remind them that it is a perfect time to rejoin IRA
  - **Offer:** TBD.
  - **Offer:** Include a link to an *RT* article to be kept on hidden library on website.
  - **Creative:** Designed email featuring *RT* covers.
- **Children's/Teacher's Choices preview email**
  - **Launch date:** August.
  - **Audience:** Basic members of elementary demographics and former *RT* subscribers.
  - **Messaging:** Don't miss the upcoming Children's Choices, (describe), subscribe now!

- **Offer:** TBD
- **Creative:** Designed email featuring *Children's Choices* and *RT* covers.
- **Dependency:** Dependent on the implementation schedule for adding a journal.
- **Expository writing special issue preview email**
  - **Launch date:** September
  - **Audience:** Basic members of elementary demographics and former *RT* subscribers.
  - **Messaging:** Don't miss the upcoming special issue on Expository Writing, (describe), subscribe now!
  - **Offer:** TBD
  - **Creative:** Designed email featuring *RT* covers, images of children working on writing assignments
- **Segmented Renewal email**
  - **Launch date:** varying by join date, but near time of expire.
  - **Audience:** *RT* subscribers
  - **Messaging:** You're expiring, it's time to renew or here's what you'll miss! Focus on features and value of *RT*.
  - **Offer:** TBD
  - **Creative:** Templated variation of the standard renewal email
  - **Dependency:** Initiation of this promotion will be dependent on implementation of this capability by IT.
- **Reading Teacher social media campaign**
  - **Membership discount offers through Facebook, Twitter, and LinkedIn**
    - **Special Issue promotions:** Replicate the same promotions to be done by email on the social media communities. Tell fans/followers about special issues and value of *RT* membership and encourage them to join or upgrade to an *RT* membership
    - **Messaging:** same as above email series
    - **Offer:** TBD
    - **Creative:** Posts on the "wall" of Facebook, and on community pages of Twitter and LinkedIn.
- **Reading Teacher advertising campaign**
  - **Banner ads:** Advertise the journal's new features and the two special issues on ReadWriteThink and *IRA Connection*. Explore other affordable venues for those targeted banner ads.

## **Plan Objective:**

### **Grow JAAL revenue:**

- Journal Subscriptions: 1% increase in *JAAL* membership

**Marketing Initiative:** Upsell *JAAL* during membership

**Target Audience:** Basic Members

### **Campaign Goal:**

- **Convert adolescent/adult educator, Basic Members to *JAAL* membership in order to increase journal revenue and increase member engagement.**

### **Strategies:**

- **Targeted Messaging Promotions:** Automatically send emails at a predetermined point after joining as a basic member. Messaging: Get more from your IRA membership. Join colleagues around the world that subscribe to *JAAL*. Mention research-based and peer-reviewed. Bring the, latest, best techniques to your classroom, etc. **Ongoing Basic member email campaigns:** See what you're missing by not being a *JAAL* subscriber.
- **Offer:** TBD
- **List Exchange:** Investigate IRA management's interest and policy on offering emails of membership in an exchange for another Association's list, specifically NCTE. If possible, approach NCTE and see if they would be at all interested in either a one-time or ongoing email list exchange.
- **Call Center Upsell/Cross Sell of *JAAL*:** Work with Call center and IT to include upsell/cross-sell strategies to customer calls. Upsell basic members to *JAAL* membership when joining through the call center, or when purchasing a book or other resource. Also cross-sell basic membership to nonmember product buyers.
- **Call Center telemarketing upsell to *JAAL* membership:** If Call Center had available time, scripts could be written and outbound telemarketing calls could be done to upsell journal membership.
- **Note:** Call Center telemarketing and upselling would be contingent on the Call Center staff's availability. If possible, would only be implemented after careful working out the program and details with the call center staff. Eva Baroth wrote a proposal for a cross-sell/upsell pilot program last year that could be used as a starting point for discussion. These initiatives will require meetings with the call center manager and further investigation.

### **Promotions:**

- **Automatic Email –**
  - **Launch date:** Varying. Two months into Basic membership.
  - **Audience:** Basic members of elementary demographics and former *JAAL* subscribers.

- **Messaging:** Get more from your IRA membership, join colleagues around the world that subscribe to *JAAL*. Mention research-based and peer-reviewed, bring the latest, best techniques to your classroom, etc.
- **Offer: TBD.**
- **NOTE:** It may be more practical to make the generated email just be to all basic members and make a general journal pitch if we find that our journal demographics are not complete enough to segment the majority of basic members.
- **Creative:** Is it possible to use a design template with IT auto-generated email? Or just get lists monthly and send out through Magnet Mail.
- **JAAL focused direct mail campaign**
  - **Proposed drop date: March 2011**
  - **Audience:** approximately 20,000 literacy educators from NCTE middle and secondary and ASCD middle and secondary lists.
  - **Messaging:** Where do you go to get adolescent literacy strategies and research? Get the latest research-based strategies on adolescent literacy education. Promote the benefits of *JAAL* and IRA membership.
  - **Creative:** Direct mail piece with some attractive/eye catching component, targeted messaging. Emphasize JAAL as the focal point of the promotion
  - **Offer:** TBD
  - **Follow-up:** Email if we do pursue an exchange with NCTE on emails.
- **Young Adult Choices preview email**
  - **Launch date:** time so if they join they'll have time to get the issue.
  - **Audience:** Basic members of adolescent demographics and former *JAAL* subscribers.
  - **Messaging:** Don't miss the upcoming Young Adult Choices, (describe), subscribe now!
  - **Offer:** TBD
  - **Creative:** Designed email featuring *Young Adult's Choices* and *JAAL* covers.
- **Strategies for Adolescent Educators email**
  - **Launch date:** TBD.
  - **Audience:** Basic members of adolescent demographics and former *JAAL* subscribers.
  - **Messaging:** Looking for adolescent strategies?
  - **Offer:** Offer an article download from *JAAL* and maybe an RWT lesson plan for adolescents that is similar subject matter.
  - **Creative:** Designed email featuring *JAAL* covers, adolescent photos.
- **Segmented Renewal email**
  - **Launch date:** varying by join date, but near time of expire.
  - **Audience:** *JAAL* subscribers
  - **Messaging:** You're expiring, it's time to renew or here's what you'll miss! Focus on features and value of *JAAL*.
  - **Offer:** TBD
  - **Creative:** Designed email featuring *Young Adult Choices* and *JAAL* covers.

- **JAAL social media campaign**
  - **Membership discount offers through Facebook, Twitter, and LinkedIn**
    - **Special Issue promotions:** Replicate the same promotions to be done by email on the social media communities. Tell fans/followers about special issues and value of RT membership and encourage them to join or upgrade to an *RT* membership
    - **Messaging:** same as above email series
    - **Offer:** TBD
    - **Creative:** Posts on the “wall” of Facebook, and on community pages of Twitter and LinkedIn.
- **JAAL advertising campaign**
  - **Banner ads:** Advertise the journal’s new features and the two special issues on ReadWriteThink and *IRA Connection*. Explore other affordable venues for those targeted banner ads.

## **Plan Objective:**

### **Grow Reading Research Quarterly revenue:**

- Journal Subscriptions: 1% increase in *Reading Research Quarterly* membership

**Marketing Initiative:** Upsell *RRQ* during membership

**Target Audience:** Basic Members, *JAAL* and *RT* subscribers

### **Campaign Goal:**

- **Convince student and faculty, and researcher members to add *RRQ* to their membership in order to increase journal revenue and increase basic member engagement.**

### **Strategies:**

- **Targeted Messaging Promotions- Automatically send emails** at a predetermined point after joining as a basic member or a *JAAL* or *RT* member. Messaging: Get more from your IRA membership, join thousands of colleagues around the world that get valuable research from the respected journal, *Reading Research Quarterly*. Mention this is often cited. Perfect for graduate or professional research or just for learning more in the field. Plus, targeted messaging to students, faculty, and *RT* and *JAAL* subscribers to add *RRQ* to their membership.
- **Offer: TBD**
- **List Exchange:** Investigate IRA management's interest and policy on offering emails of membership in an exchange for another Association's list, specifically NCTE. If possible, approach NCTE and see if they would be at all interested in either a one-time or ongoing email list exchange.
- **Call Center Upsell/Cross Sell of *RRQ*:** Work with Call center and IT, if required, to include upsell/cross-sell strategies to customer calls. Upsell basic members, and *RT* and *JAAL* subscribers to a *RRQ* subscription when joining through the call center, or when purchasing a book or other resource.
- **Call Center telemarketing upsell to *RRQ* membership:** If Call Center had available time, scripts could be written and outbound telemarketing calls could be done to upsell journal membership.
- **Note:** Call Center telemarketing and upselling would be contingent on the Call Center staff's availability. If possible, would only be implemented after carefully working out the program and details with the call center staff. Eva Baroth wrote a proposal for a cross-sell/upsell pilot program last year that could be used as a starting point for discussion. These initiatives will require meetings with the call center manager and further investigation.

### **Promotions:**

- **Automatic Email –**
  - **Launch date:** Varying. Two months into Basic membership.

- **Audience:** Basic members of elementary demographics and former *RT* subscribers.
- **Messaging:** Get more from your IRA membership, join thousands of colleagues around the world that subscribe to IRA's premier journal, *The Reading Teacher*. Promote the practical features of *RT*. Mention research-based and peer-reviewed, bring the latest best techniques to your classroom, etc.
- **Offer: TBD.**
- **NOTE:** It may be more practical to make the generated email just be to all basic members and make a general journal pitch if we find that our journal demographics are not complete enough to segment the majority of basic members.
- **Creative:** Is it possible to use a design template with IT auto-generated email? Or just get lists monthly and send out through Magnet Mail..
- **Student member Email campaign**
  - **Launch dates: TBD**
  - **Audience:** Student members—either basic members or other journal subscribers
  - **Messaging:** Come to *RRQ* for resource materials for your coursework, emphasize online subscription, and offer *RRQ* library.
  - **Offer:** TBD. Possibly a discount on online version of *RRQ* or on *RRQ* library access
  - **Creative:** Designed email featuring *RRQ* covers (and other images such as students in library or online doing research).
- **Teacher educator/faculty member email campaign**
  - **Launch dates: TBD**
  - **Audience:** Teacher educator faculty that don't have *RRQ* subscriptions
  - **Messaging:** Come to *RRQ* for resource materials to share with your student or use in your own work. Offer *RRQ* library.
  - **Offer:** TBD. Possibly a discount on online version of *RRQ* or on *RRQ* library access
  - **Creative:** Designed email featuring *RRQ* covers (and other images such as students in library or online doing research.)
- ***RT* and *JAAL* subscriber email campaign**
  - **Launch dates: TBD**
  - **Audience:** *RT* and *JAAL* subscribers that don't have *RRQ* subscriptions
  - **Messaging:** You have the classroom practice articles, but all of those techniques started with research. Add *RRQ* to get the research behind current teaching techniques and the cutting-edge research that will influence your classroom practice tomorrow.
  - **Offer:** TBD. Discount on *RRQ* subscription since they are adding to existing membership.
  - **Creative:** Designed email featuring *RRQ* covers (and other images such as students in library or online doing research)
- **Segmented Renewal email**
  - **Launch date:** varying by join date, but near time of expire.

- **Audience:** *RRQ* subscribers
- **Messaging:** You're expiring, it's time to renew or here's what you'll miss! Focus on features and value of *RRQ*.
- **Offer:** TBD



## **Plan Objective:**

### **Grow Membership:**

- Member Renewals: increase retention rate from 64.5% to 70% by June 2011

### **Increase Member Engagement:**

- Increase member satisfaction—leading to improved recruitment and retention rates—through a multi-touch point member engagement plan.

**Engagement Overview:** School district budget restrictions in the current economic climate make membership in IRA an out-of-pocket expense for most teachers. Like most people, teachers are cutting back on unnecessary expenses, and unfortunately, that can mean that at renewal time, they downgrade their IRA membership to the basic level, or simply don't renew at all. Now more than ever, it is critically important that IRA members remain engaged with the Association all year long—not just at renewal time, or at convention. This year, we plan to initiate a multi-touch point engagement program that we hope will engage members more deeply with the Association and give them greater value for their membership. Additional, targeted engagement touch points are planned for “at risk” members whose conversion rate is historically lower, including first year members and members who joined at just to receive the convention discount.

- **New Member Engagement Touch points include:**
  - **Confirmation email** with link to a special welcome gift report. The confirmation email will alert them that more practical tips are on the way with their monthly *IRA Inspire* e-newsletter
  - **IRA Inspire:** A monthly practical classroom tips e-newsletter for members only. The first issue of *IRA Inspire* launched with a June 2010 issue. Inspire will typically arrive 2-3 weeks after the first contact.
  - **Welcome Kit:** An upgrade for the kit is planned including a pocket-sized, glossy membership booklet, a certificate, member card, and revised welcome letter. (Typically arrives at 4 weeks)
  - **Journal upsell to basic members**
  - **Council /SIG contacts** – an email contact telling the member the name and location of their local council and possibly reminding them that there are a number of SIGs they might want to join.
  - **New Member survey/Member satisfaction survey**
  - **Customized first year conversion messaging after sixth contact**
  - **Other possible opportunities for engagement:**
    - Flash polls on the web asking member opinions on issues in literacy or IRA issues
    - Member feedback surveys on membership or professional product development ideas.
    - Targeted cross-sells based on member demographics.
- **Convention discount member outreach/engagement:**
  - Initiate a special contact: sent monthly to anyone who joined IRA as a new member and signed up for convention during the previous month. Engage

these members by telling them about the other benefits to IRA membership.

- Make a second contact to these members when convention registration opens reminding them about the member discount for convention, that convention registration is open, and of all the other benefits of IRA membership.

## Plan Objective:

### Grow Membership

- **Renewals:** Increase retention rate from 64.5% to 70% by June 2011

**Retention:** While the first part of the retention success is engaging the member more deeply with IRA, the second is the renewal effort. A number of new initiatives will be put in place to strengthen our renewal efforts, including:

- **Auto Renewal** – Members will now have the opportunity to join or renew to sign up for auto renewal. When they sign up for auto renewal they will receive a 10% discount on a total book order for agreeing to participate. Auto renewal will be set up as an “opt-out” option for membership when signing up on the web, and as an “opt-in” option when signing up through print renewal forms.
- **Renewal series**— Beginning four months before expiration, individual members will receive a series of five print renewal promotions. Messaging has increasing urgency as the series progresses. Timing:
  - **First Renewal** – 4 months before expire
  - **Second Renewal** – 2 months before expire
  - **Third Renewal** – At expire
  - **Fourth Renewal** – 2 months after expire
  - **Fifth Renewal** – 4 months after expire

There are also two print renewals sent at 4 and 2 months prior to expire for Institutional members—excluding the top U.S. subscription agencies.

- **Email Renewal series** – Email renewal promotions have been implemented to launch two weeks prior to each of the print renewal efforts. The email renewals have special, limited-time offers not available through the print renewals to encourage members to renew online. Members renewing through the email promotions are autologged into a personalized renewal page that shows their last membership order.
  - **First effort email: Offer: 10% discount** on entire membership order
  - **Second effort email: Offer: PDF Special Report: How Will Your School Approach RTI?**
  - **Third effort email: Offer: Last chance: 10% discount** on entire membership order
  - **Fourth effort email: Offer: PDF Special Report: How Do You Meet the Needs of Your 21<sup>st</sup> Century Students?**
  - **Fifth effort e-mail: Offer: PDF Special Report: How Do You Meet the Needs of Your 21<sup>st</sup> Century Students?**

There will be an email renewal promotion prior to each print renewal with the goal of reducing the number of print renewals required.

- **Special Student Conversion Program:** Student members in their fifth year receive a single email contact prior to the renewal series introducing them to full membership.

- **Journal wraps** – Journal members will get a “wrap” on their second to last issue, warning them that their subscription is about to expire and telling them to renew now!

## **Plan Objective:**

### **Grow Membership**

- Recruitment: Develop or grow 30 new councils in urban communities at a rate of 100 new members per council—3,000 new members at a basic level.

**Marketing Initiative:** Recruit members from urban communities for membership in these new councils.

**Target Audience:** Teachers and administrators in urban communities.

### **Campaign Goal:**

- Identify and recruit likely prospects from the urban areas selected for new council development.

### **Strategies**

- **Identify prospects:** Use MDR Market View to identify urban schools in the communities targeted for new councils. Concentrate on schools where reading/literacy education could be at risk – schools receiving Title I funding, schools with a high percentage of students receiving free or reduced cost lunches. Use all other criteria available to identify best teacher and administrator prospects in target schools.
- **Targeted Promotions:** Create targeted promotions to prospects (identified as described above) in the geographic areas identified for establishing the new councils. Type and scope of promotions will be determined by funding provided by Development and will be determined later. Budget for all promotional activities contingent upon funding.
- **Urban Teachers Benefits Brochure:** Create a special benefits brochure for these new urban council members.
- **Engagement Program:** Develop specially tailored engagement touch points that recognize the challenges and opportunities for teachers in urban schools.
- **Schedule:** The schedule for membership recruitment promotions will be dependent upon the plan and schedule for developing the new councils. Membership will work with LDAs as they establish the new councils to assure that recruitment efforts are in place.

## **Plan Objective:**

### **Grow Membership**

- Target 100 new memberships per month for the new parent membership.

**Marketing Initiative:** Develop low cost promotional tactics to recruit parent members to the new IRA parent membership

**Target Audience:** Parents

### **Campaign Goal:**

- Recruit 100 parents to join the new parent membership per month.

### **Strategies**

- Specific promotional details are contingent upon the model for this new membership, the type of product being offered, and the benefits available for this membership. It is also contingent upon Development securing sponsorships to fund this membership and member recruitment. Once these details are resolved, we would be able to create a more detailed marketing/member recruitment plan. Since this membership is not expected to generate revenue, funding is key to recruitment plans.
- Free or low cost recruitment opportunities would include:
  - Parent online/content advertising campaign
    - Create banner ads to be displayed on ReadWriteThink and the IRA website.
  - Parent Membership Google AdWords campaigns
  - Parent social media campaign
  - Parent membership promotion through Facebook, Twitter, and LinkedIn



TM

**INTERNATIONAL  
READING ASSOCIATION**  
2010-2011 Proposed Publications  
Marketing Plan

**Incomplete Preliminary Draft as of June 28, 2010**

# Publications Marketing Plan 2010-2011

## Plan Objectives

- **Grow Books Revenue**
  - Achieve annual revenue goal of \$3, 248,396 in publications by end of June 2011
  - Achieve annual revenue goal of \$542,902 in Book Club income. (Joint with membership as books are sold as an add-on to membership. Please, also refer to the membership marketing plan for promotions for book club membership)
- **Grow Journal Revenue (joint with membership, please refer to the membership marketing plan for these plans)**
  - Increase memberships with subscriptions of *The Reading Teacher* by 1%
  - Increase memberships with subscriptions of *Journal of Adolescent and Adult Literacy* by 1%
  - Increase memberships with subscriptions of *Reading Research Quarterly* by 1%
- **Grow Bulk Sales from University Course Adoption and In-service School-based Professional Development** Sales data tracked this year revealed that orders over \$500 have accounted for 61% of book sales so far this year; and that universities and K-12 schools/districts are tied as our top purchasers. In 2010-2011 a more focused effort will be made to target school district leaders and university professors with promotions that will result in large book orders.
- **Conduct Market Research and Acquire Competitive Intelligence**
- **Pricing and Print runs:** Develop methods and processes for pricing and print runs
- **Forecasting:** Develop and refine a unit sales based forecasting model that can be used for acquisitions decisions as well as revenue forecasts.
- **Communications:** Promote books through communications activities that are complementary to marketing activities. Social media engagement activities and special offers will be conducted for individual book titles and on topics that are addressed in multiple titles. Webinars with book authors are just being piloted by the publications staff and have received enthusiastic initial interest. Direct outreach to district-level administrators will also be made.
- **Channels** – Examine all available channels for marketing and sales penetration and explore options for addressing each of those channels.
  - **Web** – Explore expanding our web marketing efforts through both content on the website and through SEO, SEM strategies. Developing our web analytics capabilities.
  - **Direct mail/catalog** – The best approach for the publications catalog will be examined and new combinations of catalog efforts will be tried and performance will be tracked.
  - **Relationship building** – Identifying and focusing marketing efforts on key decision makers in school districts. An engagement program is being



piloted this year to initiate relationships with decision makers in large school districts.

- **Sales channels:** The director of publications discussed his wish to have marketing pursue sales activities in the following sales channels:
  - **Institutional Sales**
  - **Distributors**
  - **Outbound calling**
  - **Sales visits**

A relationship building pilot program with key decision-makers and will be initiated this year to focus year-round marketing efforts to those targets. Syd Rust will be deployed as the “face” of that program to make relationship-building phone calls and follow-up sales calls for marketing promotions. If this shows promise, then we can consider future additions of sales staff to expand the program. Syd will also continue to manage the distributor program.

However, at present, the marketing staff do not have the capacity to really address sales at the level desired by the director of publications. For that, an internal sales force that is in addition to, but works closely with, the marketing staff would be recommended.

#### **Books Marketing Tactics:**

- **Create promotional campaigns specifically targeted at bulk school purchases**
  - **School-based PD programs** – Emphasize in-service professional development uses for bestselling titles such as *Small Group Reading Instruction*, *Creating Strategic Readers*, etc. Feature the school and bulk pricing to encourage bulk orders. These will be promoted through multi-channel campaigns including a direct mail “mini-catalog,” plus an online campaign including email, landing page, and banner ad.
  - **Funding-based promotions** – Promote and position titles to fulfill school district needs that are federally funded, such as promotions tailored for professional development centered on the new Common Core Standards, improving teacher quality to address the teacher accountability components of Race to the Top, and addressing appropriate resources to Title 1 teachers. Feature the school and bulk pricing to encourage bulk orders. These will be promoted through multi-channel campaigns including a direct mail “mini-catalog,” plus an online campaign including email, landing page, and banner ad.
  - **“Literacy Leaders” engagement program** - Pilot a program to develop relationships with school district decision makers. Will pilot the program with a limited number of school districts—25 to 50 in the first year. Program will include email, direct mail, and phone contact as well as a monthly e-newsletter that will offer both pertinent news items and promote IRA school-based PD products.
  - **Target promotions to administrators and other leader “decision makers”**

- **New e-newsletter for administrators** – The *IRA Leadership* (working title) monthly newsletter will focus on issues of interest to school leaders. Will feature products suitable for school-based PD.
- **Enhanced Text Adoption Program**
  - **Monthly e-newsletter** – This e-newsletter will have monthly featured selections for course adoption, include suggestions for PPV articles and other resources to share with students, provide links to forms for student brochures and exam copies, and possibly include educational news of interest to university professors.
  - **Enhance and update Text adoption web page**—Update the page regularly with new titles eligible for adoption, maintain a “top titles” list for most adopted titles
  - **Special topic-based course adoption emails**
- **Maintain active promotion of new titles and new editions most likely to be high revenue producers**
  - Multi-channel promotions for high-revenue potential titles such as *Reciprocal Teaching at Work*, and *Marvelous Minilessons for Teaching Intermediate Writing*, *Sustaining Strategic Readers*, *Developing Readers in Academic Disciplines* (new Buehl), *What Research Has to Say About Reading Instruction*, and *Understanding and Using Reading Assessment K-12*. Promotions will include postcard or self-mailer direct mail piece, e-blast, landing page, banner ad, and social media promotion.
- **Produce New and Bestseller Fall mini-catalog and full Spring front and back list catalog.**
- **Cross-sell promotions**—Use data to create ongoing cross-sell promotions to existing customers, (e.g. sell books to convention goers on topics they pursued at convention; cross-sell related products to book buyers, etc)
- **House, Exchange, and Convention Program Advertising**—Create single and multi-book advertisements for journals, *Reading Today*, the convention program, and for the exchange program with NCTE.
- **Author’s Corner**—Complete, launch, and enhance the Author’s Corner website enhancement that was begun and put on hold last year. This feature offered a new book page interface that included pages for biography information, videos, and speaking engagement information on IRA authors.

### Metrics to Measure Progress

- Extensive and ongoing tracking of promotional campaigns through campaign and discount codes, and direct mail match backs.
- Book sales will need to be carefully tracked as well. Ongoing tracking of large book orders along with individual book sales that are not coded will need to be tracked in order to get a more accurate assessment of overall sales and marketing campaign performance.

**Estimated Total Expense Budget:**

General Publications Marketing budget: \$396,699

Publications Catalog Marketing budget: \$200,000

**Estimated Total Revenue Budget:**

Publications: \$3,791,298

**Staffing Resources Needed:**

**Publications: 1 Full-time employee** dedicated to publications marketing, including promotions.

**Marketing:**

Publications marketing promotional support equal to ½ to 1 FTE.

Sales and Distribution Manager up to 25% of time to decision makers engagement/sales program. 50% time in distributor/ Princeton Selling Group support.

Support from Production Manager to traffic production of promotions.

**Additional Support and assistance from the following units:**

**IT**

**Web**

**Call Center**

## **Plan Objectives**

### **Grow Books Revenue**

**Marketing Initiative:** Develop targeted solicitation appeals to specific markets for books.

**Target Audience:** Teacher educators, K-12 administrators, K-12 specialists. Will use market research database tools to research federal funding grants, including grants for **Race to the Top**, to target districts receiving federal grants that can be used for professional development.

### **Campaign Goal:**

- Generate books sales—particularly bulk sales—by positioning our books as professional development resources to support educators in districts adopting the Common Core Standards.

### **Strategy:**

- Create a series of multi-channel campaigns—multi-book mini-catalog, HTML email, landing page, banner ad promotions that promote new books and bestsellers—positioning as resources to support the Common Core.

### **Promotion:**

- **Common Core Standards** – General promotion: Timely - standards fast-tracked for June release, most U.S. states likely to adopt; IRA’s New Standards authors/contributors heavily involved, and New Standards approach influential; writing samples included as examples in Core Standards documents drawn from the *Using Rubrics* series.
  - **Launch Date:** TBD
  - **Creative:** 8-page mini-catalog. HTML email, landing page, banner ad promotions. Individual blurbs on books, tied together as books that can demonstrate what the standard would look like in real classrooms with real kids.
  - **Titles:**
    - *Reading and Writing Grade by Grade*
    - *Speaking and Listening for Preschool Through Third Grade*
    - *Reading and Writing With Understanding*
    - *Using Rubrics to Improve Student Writing (six-book series)*

## Plan Objectives

### Grow Books Revenue

**Marketing Initiative:** Develop targeted solicitation appeals to specific markets for books.

**Target Audience:** K-12 administrators, K-12 specialists, K-12 teachers. Will use market research database tools to research federal funding grants, including grants for **Race to the Top**, to target districts receiving federal grants that can be used for professional development.

### Campaign Goal:

- Generate books sales—particularly bulk sales—by positioning our books as professional development resources to support educators in districts adopting the Common Core Standards.

### Strategy:

- Create a series of multi-channel campaigns—multi-book mini-catalog, HTML email, landing page, banner ad promotions that promote new books and bestsellers—positioning as resources to support the Common Core.

### Promotion:

- **Comprehension:** Timely tie to Common Core Standards; heavy emphasis on comprehension in the Core Standards.
  - **Launch Date:** Mid-September mailing
  - **Creative:** 12-page mini-catalog. Individual blurbs on books, tied together as books that offer strategies that can be used to teach skills to meet the Common Core standards.
  - **Titles:**
    - *Reading and Writing With Understanding*
    - *Essential Readings on Comprehension*
    - *Guided Comprehension in the Primary Grades*
    - *Guided Comprehension in Grades 3-8*
    - *Comprehension Shouldn't Be Silent*
    - *Classroom Strategies for Interactive Learning*
    - *Building Reading Comprehension Habits in Grades 6-12*
    - *Guiding Readers Through Text*
    - *Interactive Think-Alouds*
    - *Revisiting Silent Reading*

## Plan Objectives

### Grow Books Revenue

**Marketing Initiative:** Develop targeted solicitation appeals to specific markets for books.

**Target Audience:** K-12 district administrators, K-5/6 school administrators, K-5/6 specialists. Will use market research database tools to research federal funding grants, including grants for **Race to the Top**, to target districts receiving federal grants that can be used for professional development.

### Campaign Goal:

- Generate books sales—particularly bulk sales—by positioning our books as professional development resources to support educators in districts adopting the Common Core Standards.

### Strategy:

- Create a series of multi-channel campaigns—multi-book mini-catalog, HTML email, landing page, banner ad promotions that promote new books and bestsellers—positioning as resources to support the Common Core.

### Promotion:

- **Resources for School-Based PD:** Revenue-generation focus—high sales bestsellers
  - **Launch Date:** October mailing
  - **Creative:** 8-page mini-catalog. Common Core and Race to the Top offer new opportunities for School-based PD. Spotlight discounts for schools and districts.
  - **Titles:**
    - *Small-Group Reading Instruction—book + DVD*
    - *Creating Strategic Readers—book + DVD*
    - *Marvelous Minilessons—intermediate* (will have a PD component)
    - *Reciprocal Teaching at Work - book + DVD + study guide*
    - *Reading and Writing Grade by Grade—book + DVD*
    - *Essential Readings (seven-book series)*
    - *Comprehension Shouldn't Be Silent (book + study guide)*
    - *What Research Has to Say About Reading Instruction*

## **Plan Objectives**

### **Grow Books Revenue**

**Marketing Initiative:** Develop targeted solicitation appeals to specific markets for books.

**Target Audience:** K-12 administrators, K-12 specialists, K-12 teachers. Will use federal funding tools and information on **Race to the Top** grants to target districts receiving federal grants that can be used for professional development.

### **Campaign Goal:**

- Generate books sales—particularly bulk sales—by positioning our books as professional development resources to support educators in districts adopting the Common Core Standards.

### **Strategy:**

- Create a series of multi-channel campaigns—multi-book mini-catalog, HTML email, landing page, banner ad promotions that promote new books and bestsellers—positioning as resources to support the Common Core.

### **Promotion:**

- **Writing :** Timely tie to Common Core Standards; emphasis on writing in the Core Standards.
  - **Launch Date:** November mailing
  - **Creative:** 8-page mini-catalog. Individual blurbs on books, tied together as books that offer strategies that can be used to teach skills to meet the Common Core standards.
  - **Titles:**
    - *Using Rubrics to Improve Student Writing (six-book series)*
    - *Going Bohemian*
    - *Marvelous Minilessons - Intermediate*
    - *Marvelous Minilessons - Beginning*
    - *Helping Children Become Readers Through Writing*
    - *I Can Write Like That!*

## Plan Objectives

### Grow Books Revenue

**Marketing Initiative:** Develop targeted solicitation appeals to specific markets for books.

**Target Audience:** K-8 administrators, K-8 specialists, K-5/6 teachers.

### Campaign Goal:

- Generate books sales—particularly bulk sales—by positioning our books as professional development resources to support educators in districts adopting the Common Core Standards,

### Strategy:

- Create a series of multi-channel campaigns—multi-book mini-catalog, HTML email, landing page, banner ad promotions that promote new books and bestsellers—positioning as resources to support the Common Core, receiving federal funding from Race to the Top, or other initiatives.

### Promotion:

- **Key Tools for Improving Your Classroom Practice:** Evergreen; highlight bestsellers; include Math title to capitalize on interest in/funding for STEM
- **Launch Date:** Spring Promotion TBD
  - **Creative:** 8-page mini-catalog. Individual blurbs on books, tied together as books that offer strategies that can be used to teach improve your classroom practice.
  - **Titles:**
    - *Small-Group Reading Instruction - Beginning/Struggling*
    - *Small-Group Reading Instruction – Intermediate*
    - *Creating Strategic Readers*
    - *Reciprocal Teaching at Work*
    - *Guided Comprehension in Grades 3-8*
    - *Preventing Misguided Reading*
    - *Fun-tastic Activities for Differentiating Comprehension Instruction*
    - *Literacy + Math = Creative Connections in the Elementary Classroom*



## **Plan Objectives**

### **Grow Books Revenue**

**Marketing Initiative:** Develop targeted solicitation appeals to specific markets for books.

**Target Audience:** PreK-3 administrators, PreK-3 specialists, PreK-3 teachers, ECE teacher educators, preschool administrators

### **Campaign Goal:**

- Generate books sales—particularly bulk sales—by positioning our books as professional development resources to support educators in districts receiving federal funding.

### **Strategy:**

- Create a series of multi-channel campaigns—multi-book mini-catalog, HTML email, landing page, banner ad promotions that promote new books and bestsellers—positioning as resources to support the Common Core, receiving federal funding from Race to the Top, or for early literacy.

### **Promotion:**

- **Early Literacy:** Increased federal funding likely to become available for preschool education; "evergreen" topic
- **Launch Date:** Spring Promotion TBD
  - **Creative:** 12-page mini-catalog. Individual blurbs on books, tied together as books that offer strategies that can be used to teach young learners
  - **Titles:**
    - *Preschool Literacy Collection (six-book series)*
    - *Essential Readings on Early Literacy*
    - *Creating Strategic Readers*
    - *Developing Essential Literacy Skills*
    - *Speaking and Listening for Preschool Through Third Grade*
    - *Teaching Phonics Today*
    - *After Early Intervention: Then What?*

## **Plan Objectives**

### **Grow Books Revenue**

**Marketing Initiative:** Develop targeted solicitation appeals to specific markets for books.

**Target Audience:** School and district administrators

### **Campaign Goal:**

- Generate books sales—particularly bulk sales—by positioning our books as professional development resources to support educators in districts receiving federal funding.

### **Strategy:**

- Create online campaigns, HTML email, landing page, banner ad promotions that promote new books and bestsellers—positioning as resources to support the needs of school district leaders.

### **Promotion:**

- **Key Tools for Administrators:** New audience with hands on the budgets; follow-up to outreach efforts toward these groups.
- **Launch Date:** Spring Promotion TBD
  - **Creative:** E-blast with link to custom landing page. Individual blurbs on books, tied together as books that offer strategies and insights for school and district leaders.
  - **Titles:**
    - *Standards for Reading Professionals, Revised 2010*
    - *Standards for the Assessment of Reading and Writing*
    - *Literacy Leadership*
    - *Taking the Lead on Adolescent Literacy*
    - *The Essential Guide to Selecting and Using Core Reading Programs*
    - *Successful Approaches to RTI*
    - *RTI in Literacy--Responsive and Comprehensive*
    - *Informed Choices for Struggling Adolescent Readers*

## Plan Objectives

### Grow Books Revenue

**Marketing Initiative:** Develop targeted solicitation appeals to specific markets for books.

**Target Audience:** Teacher educators

### Campaign Goal:

- Generate books sales—particularly bulk sales—by positioning our books as text that can be used by teacher educators in the classroom.

### Strategy:

- Create online campaigns, HTML email, landing page, banner ad promotions that promote new books and bestsellers—positioning as resources to support the needs of teacher educators.

### Promotion:

- **New and Bestselling Texts for Course Adoption:** Special promotion to encourage course adoption.
- **Launch Date:** Spring Promotion timed to decision–making period for course adoption. (after the release of *What Research Has to Say About Reading Instruction* and *Understanding and Using Reading Assessment, K-12* new editions)
  - **Creative:** E-blast with link to custom landing page. Individual blurbs on books, tied together as books that offer bestselling potential for course adoption.
  - **Titles:**
    - *What Research Has to Say About Reading Instruction*
    - *Understanding and Using Reading Assessment, K-12*
    - *Classroom Strategies for Interactive Learning*
    - *Diagnostic Literacy Assessments and Instructional Strategies*
    - *Early Biliteracy Development*
    - *Essential Readings (seven-book series)*
    - *Standards for Reading Professionals, Revised 2010*
    - *Preparing Reading Professionals*

## **Plan Objectives**

### **Grow Books Revenue**

**Marketing Initiative:** Develop targeted solicitation appeals to specific markets for books.

**Target Audience:** Teacher educators

### **Campaign Goal:**

- Generate books sales—particularly bulk sales—by positioning our books as professional development resources to support educators in districts receiving federal funding.

### **Strategy:**

- Create online campaigns, HTML email, landing page, banner ad promotions that promote new books and bestsellers—positioning as resources to support the needs of teacher educators.

### **Promotion:**

- **Key Tools for Improving Teacher Quality:** Teacher quality will be in focus next fiscal with Race to the Top requirements for teacher accountability and the common core's focus on professional development for teachers.
- **Launch Date:** Spring Promotion –date TBD
  - **Creative:** E-blast with link to custom landing page. Individual blurbs on books, tied together as books that offer bestselling potential for course adoption.
  - **Titles:**
    - *Standards for Reading Professionals, Revised 2010*
    - *Preparing Reading Professionals*
    - *Standards for Middle and High School Literacy Coaches*
    - *Standards for the Assessment of Reading and Writing*
    - *Improving Literacy Achievement in Urban Schools*
    - *Ready for the Classroom?*

## **Grow Books Revenue**

**Marketing Initiative:** Actively promote new titles and new editions most likely to be high revenue producers

**Target Audience:** K-6 classroom teachers;

### **Campaign Goal:**

- Generate books sales by promoting the new edition of the bestselling book.

**Title:** *Reciprocal Teaching at Work: Powerful Strategies and Lessons for Improving Reading Comprehension* by Lori Oczkus

### **Strategy:**

- Create a multi-channel campaign to promote potential bestsellers through direct mail and online promotions—including HTML email, landing page, and banner ad—social media, and professional development positioning.

### **Promotions:**

- **Launch Date:** September 2010
  - **Direct Mail:** Individual postcard or 8½ X 11” folded self-mailer
    - **50,000** to outside lists of K- 6 educators
  - **Email:** HTML-designed email following the same design theme as the postcard (created by same designer). Links to book purchase and to landing page.
  - **Online:** Landing page with book information, a practical tip from the book, links to any other related online resources (video or podcast), and links to purchase the book.
  - **Online: Banner Ad** for the IRA homepage, linking to the landing page. Banner ads on RWT?
  - **Social Media:** Book notice on Facebook, Twitter, and LinkedIn. Discussion with author on Facebook?
  - **Advertising:** Book ad in *The Reading Teacher*, *Reading Today*. Banner ad on convention website? Color ad in Convention Program. Exchange ad with NCTE?

## **Grow Books Revenue**

**Marketing Initiative:** Actively promote new titles and new editions most likely to be high revenue producers

**Target Audience:** Secondary administrators, secondary teachers, pre-service teachers and teacher educators.

### **Campaign Goal:**

- Generate books sales by promoting this secondary level companion book to *Creating Strategic Readers*.

**Title:** *Sustaining Strategic Readers* by Valerie Ellery and Jennifer L. Rosenboom

### **Strategy:**

- Create a multi-channel campaign to promote potential bestsellers through direct mail and online promotions—including an HTML email, landing page, and banner ad—social media, and professional development positioning.

### **Promotions:**

- **Launch Date:** December 2010
  - **Direct Mail:** Individual postcard or 8½ X 11” folded self-mailer
    - **50,000** to outside lists of K- 6 educators
  - **Email:** HTML-designed email following the same design theme as the postcard (created by same designer). Links to book purchase and to landing page.
  - **Online:** Landing page with book information, a practical tip from the book, links to any other related online resources (video or podcast), and links to purchase the book.
  - **Online: Banner Ad** for the IRA homepage, linking to the landing page. Banner ads on RWT?
  - **Social Media:** Book notice on Facebook, Twitter, and LinkedIn. Discussion with author on Facebook?
  - **Advertising:** Book ad in *The Reading Teacher*, *Reading Today*. Banner ad on convention website? Color ad in Convention Program. Exchange ad with NCTE?

## Grow Books Revenue

**Marketing Initiative:** Actively promote new titles and new editions most likely to be high revenue producers

**Target Audience:** Intermediate (4-6) elementary classroom teachers; reading specialists

### **Campaign Goal:**

- Generate books sales by promoting this intermediate grade edition of the bestselling book *Marvelous Minilessons for Teaching Beginning Writing, K–3*.

**Title:** *Marvelous Minilessons for Teaching Intermediate Writing, 4–6*

### **Strategy:**

- Create a multi-channel campaign to promote potential bestsellers through direct mail and online promotions—including an HTML email, landing page, and banner ad—social media, and professional development positioning.

### **Promotions:**

- **Launch Date:** January 2011
  - **Direct Mail:** Individual postcard or 8½ X 11” folded self-mailer
    - **50,000** to outside lists of 4- 6 intermediate elementary educators
  - **Email:** HTML-designed email following the same design theme as the postcard (created by same designer). Links to book purchase and to landing page.
    - **Inside lists:** *RT subscribers*, demographics: classroom teacher, intermediate 4-6, purchasers of similar books
  - **Online:** Landing page with book information, a practical tip from the book, links to any other related online resources (video or podcast), and links to purchase the book.
  - **Online: Banner Ad** for the IRA homepage, linking to the landing page. Can we run banner ads on RWT?
  - **Social Media:** Book notice on Facebook, Twitter, and LinkedIn. Discussion with author on Facebook?
  - **Advertising:** Book ad in *The Reading Teacher*, *Reading Today*. Banner ad on convention website? Color ad in Convention Program. Exchange ad with NCTE?

## **Grow Books Revenue**

**Marketing Initiative:** Actively promote new titles and new editions most likely to be high revenue producers

**Target Audience:** Preservice teachers, graduate students, teacher educators, administrators and professional development groups.

**Campaign Goal:**

- Generate books sales by promoting the latest edition of this bestselling book.

**Title:** *What Research Has To Say About Reading Instruction, Fourth Edition*

**Strategy:**

- Create a multi-channel campaign to promote potential bestsellers through direct mail and online promotions—including an HTML email, landing page, and banner ad—social media, and professional development positioning.

**Promotions:**

- **Launch Date:** April 2011
  - **Direct Mail:** 8½ X 11” folded self-mailer
    - **50,000** to outside lists TBD
  - **Email:** HTML-designed email following the same design theme as the postcard (created by same designer). Links to book purchase and to landing page.
    - **Inside lists:** Students, teacher educators, administrators.
  - **Online:** Landing page with book information, a practical tip from the book, links to any other related online resources (video or podcast), and links to purchase the book.
  - **Online: Banner Ad** for the IRA homepage, linking to the landing page. Banner ads on RWT?
  - **Social Media:** Book notice on Facebook, Twitter, and LinkedIn. Discussion with author on Facebook?
  - **Advertising:** Book ad in *The Reading Teacher*, *Reading Research Quarterly*, *Reading Today*. Banner ad on convention website? Color ad in Convention Program. Exchange ad with NCTE?



## Grow Books Revenue

**Marketing Initiative:** Actively promote new titles and new editions most likely to be high revenue producers

**Target Audience:** K-12 educators, administrators, reading specialists

**Campaign Goal:**

- Generate books sales by promoting the latest edition of this bestselling book.

**Title:** *Understanding and Using Reading Assessment, K–12*

**Strategy:**

- Create a multi-channel campaign to promote potential bestsellers through direct mail and online promotions—including an HTML email, landing page, and banner ad—social media, and professional development positioning.

**Promotions:**

- **Launch Date:** April 2011
  - **Direct Mail:** 8½ X 11” folded self-mailer
    - **50,000** K-12 educators, administrators, reading specialists (outside lists)
  - **Email:** HTML-designed email following the same design theme as the postcard (created by same designer). Links to book purchase and to landing page.
    - **Inside lists:** K-12 educators, administrators, reading specialists, nonmember book buyers of similar titles, previous purchasers
  - **Online:** Landing page with book information, a practical tip from the book, links to any other related online resources (video or podcast), and links to purchase the book.
  - **Online: Banner Ad** for the IRA homepage, linking to the landing page. Can we run banner ads on RWT?
  - **Social Media:** Book notice on Facebook, Twitter, and LinkedIn. Discussion with author on Facebook?
  - **Advertising:** Book ad in *The Reading Teacher*, *JAAL*, *Reading Today*. Banner ad on convention website? Color ad in Convention Program. Exchange ad with NCTE?

## Grow Books Revenue

**Marketing Initiative:** Actively promote new titles and new editions most likely to be high revenue producers

**Target Audience:** 6-12 educators, administrators, reading specialists

### Campaign Goal:

- Generate books sales by promoting this new book by the bestselling author of *Classroom Strategies for Interactive Learning*.

**Title:** *Developing Readers in the Academic Disciplines*

### Strategy:

- Create a multi-channel campaign to promote potential bestsellers through direct mail and online promotions—including an HTML email, landing page, and banner ad—social media, and professional development positioning.

### Promotions:

- **Launch Date:** Late spring 2011???
  - **Direct Mail:** 8½ X 11” folded self-mailer or 6 x 10.5” postcard.
    - **50,000** 6-12 educators, administrators, reading specialists (outside lists)
  - **Email:** HTML-designed email following the same design theme as the postcard (created by same designer). Links to book purchase and to landing page.
    - **Inside lists:** 6-12 educators, administrators, reading specialists, nonmember book buyers of similar titles, purchasers of *Classroom Strategies*, *JAAL* subscribers.
  - **Online:** Landing page with book information, a practical tip from the book, links to any other related online resources (video or podcast), and links to purchase the book.
  - **Online: Banner Ad** for the IRA homepage, linking to the landing page. Banner ads on RWT?
  - **Social Media:** Book notice on Facebook, Twitter, and LinkedIn. Discussion with author on Facebook?
  - **Advertising:** Book ad in *JAAL*, *Reading Today*. Banner ad on convention website? Color ad in Convention Program. Exchange ad with NCTE?

\*\*\*\*\*

## Conferences Marketing 2010-2011

### Plan Objective

- **Support Promotion of Annual Convention:**

The Conferences unit has engaged VRS to do their marketing for 2010-2011. The unit will also hire an embedded marketing/project manager resource to manage VRS's activities. IRA marketing will cooperate with VRS on promotional activities of VRS's that cross into other product areas, and will invite VRS to participate in integrated promotional activities initiated by marketing. Such activities might include:

- Cross-sell opportunities with membership
- Cross-sell opportunities with publications

Steve Davis of marketing will act as a back-up for convention microsite and newsletter content changes and creation.

\*\*\*\*\*

## Global Affairs Marketing 2010-2011

### Plan Objective

- **Support Global Affairs marketing needs**

The director of Global Affairs expressed interest in assistance from IRA Marketing in the following areas:

- Updating of existing marketing materials, which include a brochure that goes to partner organizations and a portfolio of services.
- Work with Global Affairs to market membership outside the United States.
  - **Membership Advertising in South India** newspapers was suggested as a potential first effort. Because much of India is English-speaking, our resources are immediately useable to this international market. Partnering with the India Reading Association could be used to gain access to this market.

Further discussions will be required to put together detailed plans to support these initiatives.

### **Estimated Total Expense Budget:**

Marketing has no budget designated to Global Affairs activities. If the above activities are to be pursued, a promotional budget funds or sponsorship money will need to be found.

### **Staffing Resources Needed:**

**Marketing:** 1 part-time marketing staff member for promotions and advertising creation  
Support from the production manager

**Global Affairs:** 1 part-time staff member to assist marketing in identifying and contacting the most likely publications for advertising.

\*\*\*\*\*

## **State and Federal Relations Marketing 2010-2011**

### **Plan Objective**

- **Support State and Federal Relations activities**
  - State and Federal Relations has been doing exciting work by conducting webinar series' on important literacy topics. At present, the software used for the webinars limits registration to 100. If the capacity of the webinars could be expanded, marketing could assist in promoting the webinars to a wider audience. Attractively designed HTML emails could be developed to promote the webinar series. They could also be promoted in new e-newsletters being proposed by marketing in 2010-11 that target university professors and school district leaders. As the webinars develop, even more extensive marketing campaigns could be devised.

Further discussions will be needed to determine the level of marketing support State and Federal Relations would like for webinars and if promotion is needed for any other activities produced by this unit.

**Estimated Total Expense Budget:** None budgeted in marketing.

**Estimated Total Revenue Budget:** So far the webinars are free, so no revenue expected until there is a charge for webinars.

### **Staffing Resources Needed:**

- 1 part-time marketing resource for promotions development
- Production manager support, and support for Magnet Mail e-blasts

\*\*\*\*\*

## Advertising Program Overview 2010-2011

### Plan Objective

- **Stabilize and Grow Advertising Revenue**
  - Work with Fox Associates to increase advertising revenue by creating new opportunities for advertisers and then deploying Fox's large sales force to actively sell all of IRA's advertising opportunities. New opportunities include:
    - **Themed insert in *Reading Today*** on new literacies in the digital ages. This could open up the opportunity for Fox to sell advertising to "non-traditional" advertisers for IRA, such as electronic whiteboard manufacturers, and online learning products.
    - **Color advertising** signatures moved to the front of IRA journals to entice advertisers to spring for high-dollar, premier positioned advertising opportunities
    - **E- Newsletter advertisements** in *IRA Connection*
    - **Webinars:** Advertisements or sponsorships of IRA webinars

**Estimated Total Expense Budget:** \$85,900 (Note: this includes expense budget and salary allocations for distributors sales management as well as advertising).

**Estimated Total Revenue Budget:** \$950,200 (including \$200,000 in list rentals)

### **Staffing Resources Needed:**

Advertising manager

Support from:

Publications

Communications