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2018 MARKETING AUDIT FOR JUMP THE MOON FOUNDATION

by

Luke L. Flynn

**Capstone submitted in partial fulfillment of
the requirements for graduation with**

**UNIVERSITY HONORS
WITH DEPARTMENTAL HONORS**

with majors in

**Marketing, Economics, and International Business
in the Departments of Economics, Marketing, and Management**

Approved:

Honors Capstone Mentor
Dr. Shannon Peterson

Departmental Honors Advisor
Dr. Alexander C. Romney

University Honors Program Director
Dr. Kristine Miller

UTAH STATE UNIVERSITY

Logan, UT
Fall 2018

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1. Figure 1: Jump the Moon Foundation: Main Office
2. Exhibit 1: JTM Art Gallery
3. Exhibit 2: Adaptive Art Tools
4. Exhibit 3: Cache Employment Website Homepage
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--

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**Honors Capstone Project
Marketing Audit 2018**

Luke L. Flynn

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Executive Summary

Jump the Moon Foundation (JTM) is a nonprofit organization dedicated to "creating opportunities for artists with disabilities to make, market, and earn income from their original and compelling artwork." JTM started in December of 2017 and has just successfully ended its first year of operations. This report was commissioned to evaluate the previous year's operations and make recommendations to improve operations in 2019.

Market Insights

The Elderly and Disabilities Service industry in which JTM operates is growing fast with high incentives for new organizations to enter the market. A Porter's Five Forces analysis shows high threat levels in terms of competitor power, buyer power, and program/product substitutes to JTM's offerings. In terms of low threats in the market, JTM's suppliers are nothing to be concerned with and their stakeholders pose no threat to the organization's future goals.

Nonprofits are focusing their attention on the rising millennial generation for their willingness to donate *more* of their money and time than other generations. Marketing efforts are directed to this millennial trend to capture their support for life. Organizations that cannot convey the relevance of their mission to millennials will miss out on the benefits that can be captured from marketing to the millennial generation.

Key Findings

Performing a SWOT and Porter's Five Forces analysis, revealed key insights into the current and future state of the Elderly and Disabilities Service Artists in which JTM operates.

JTM has a strong brand message and competencies that give the organization potential to deliver greater benefits and service to disability clients; however, they need to better their strategies in conveying this message.

Recommendations

JTM has the potential to really let their organization and its mission to take off if they apply the following recommendations:

- Create a mission statement and slogan
- Develop and implement a brand identity and style guide
- Market their offerings to millennials, new potential clients, donors, and local artists
- Create an e-commerce website to sell art through an online gallery

Conclusion

The competitive landscape of the Disability service market coupled with JTM's branding identity crisis is a major threat to their future success. JTM can overcome these challenges by seizing the numerous opportunities to work with corporations and accept free labor. To get started on their opportunities they need to get the basics of their brand finalized.

Background

Jump the Moon Foundation (JTM) was started in December of 2017 as a nonprofit organization under the vision and direction of Michael J. Bingham, an artist and teacher with 30 plus years of professional experience. During his art experiences in and outside the workforce and classroom, Michael noticed a gap in the nonprofit sector for an organization that helps "individuals of all abilities" take part in art. This intuition and vision soon lead to Michael's creation of JTM, "a vocational arts program dedicated to creating opportunities for artists with disabilities to make, market, and earn income from their original and compelling art work."¹

Mission Statement

Jump the Moon does not have a known mission statement; however, the goal of the organization can best be characterized by the words of its founder, Michael J. Bingham, in the following quote from the website:

"Through my experience as a professional artist for 30 years and as an art educator in the public schools, I'm convinced we all have 'diverse abilities,' not 'disabilities.' I want to focus on what a person CAN do, not any perceived limitations he or she may have."

JTM wants to focus on building the "diverse abilities" of all individuals with a special focus on those with disabilities, by helping them "make, market, and earn income from their original and compelling art."²

JTM is at a disadvantage according to Charles N. Toftoy in their article "Mission Statements and the Small Business." The article states that an organization without a guiding mission statement runs the "risk [of] drifting aimlessly in the sea of competitors."³ JTM needs to develop a mission statement that can unify their efforts and "refer to it often in the business decision making process."⁴

The organization has a few key ideas floating around in their marketing copy; however, nothing is defined. It would be simple for JTM to take these short sentence ideas and include them into a formally written mission statement for the organization

Location

In early January of 2018, JTM established a headquarters and art studio in Logan, Utah on Main Street at 553 Main St, Logan, UT 84321, USA. The space they rented allows for roughly a 400 sq. ft. art gallery, 1020 sq. ft of creation space along with a loading bay, 250 sq. ft. for a

¹ Michael Bingham, *Jump the Moon Foundation | Art Without Limits*, (Jump the Moon Foundation, Accessed December 8, 2018), <https://www.jumpthemoon.org/>.

² Michael Bingham, *Jump the Moon Foundation | Art Without Limits*.

³ Charles N. Toftoy and Joydeep Chatterjee, *Mission Statements and the Small Business*, (Business Strategy Review, August 19, 2004), 42 - 43.

⁴ Charles N. Toftoy, 42 - 43.

workshop, 300 sq. ft. of storage, and 200 sq. ft. for an office. The location provides enough space to accomplish the goals of the programs along with enough space for their employees (see *Figure 1*).

Figure 1: Jump the Moon Foundation: Main Office



Programs

Jump the Moon is in the process of launching three different art programs to help them achieve their mission of building the *diverse abilities* of their artists. The art programs that they are launching are as follows:

- Resident Art Program
- Exhibition Arts Program
- Community Arts Program
- Operation A.B.B.I.E.

Each program offers a unique opportunity for individuals with diverse abilities to hone their art making skills and take one step closer to selling/making money from their art.

The **Resident Art Program** takes individuals with *diverse abilities* and makes them part-time art students who learn from professional artists. Each artist will learn the basics skills; from how to use the art tools to how to comprise the composition of a painting. The program is funded by generous donors who choose to sponsor one of the student artist's works by donating \$100 a month to cover the costs of their art education.⁵

This Resident Art program currently has only three sponsored students who are being mentored in their art techniques. The program could use larger numbers for the costs and mission of the program to make sense.

The **Exhibition Arts Program** is the next step from the Resident Art Program: once an artist has mastered the basics of art and is creating their own original art work, they are then encouraged to share their artwork with others through gallery shows and exhibitions. These exhibitions take place in the JTM art studio, local community centers, national exhibitions and international settings as the artist's work becomes more renowned. This program is still sponsored by the Resident Art Program donations and 50% of the earnings from selling the artists' paintings (the other 50% of the painting's sale value goes directly to the artist).⁶

Jump the Moon has found lots of success in setting up exhibitions across Cache valley. They have been able to show their three sponsored students' work at the Block Film Festival (Fall), Beaver Mountain Music Festival (Spring), Logan Summerfest (Summer), and Sundance (Winter). Artists' works have not been purchased from these events; however, their art has been appreciated, giving artists the satisfaction of their new and developing talents. The exhibition has motivated the artists to continue improving their diverse abilities in art.⁷

The **Community Arts Program** is centered on allowing opportunities for JTM artists, the general public, and local area artists to come together "in the art-making process through community-based workshops, joint art projects, events, and exhibitions."⁸ The community projects allow for the art students to get important interactions with community members that they otherwise would not have. The program also allows for the building of strong relationships between artists and the public that will strengthen the community. This program is supported by a \$5 donation fee and a Sorenson Legacy Foundation awarded grant.

This program has seen minimal success due to the lack of sponsored artists in the Resident Arts Program. JTM is working to increase their Resident Art program's enrollment in order to build these other programs; however, they do not care to fill the program just to "fill a program", but to help the individuals enrolled in it.

Operation A.B.B.I.E. is a student outreach program that brings Special Needs programs in the Cache Valley and Logan school districts to JTM for hands on art projects that develop these students' diverse abilities. The program was named after one of Michael Bingham's former students who was an inspiration to others from the personal progress she made

⁵ Michael Bingham, *Our Programs*, (Jump the Moon Foundation, Accessed December 8, 2018), <https://www.jumpthemoon.org/>.

⁶ Michael Bingham, *Our Programs*

⁷ Michael Bingham, *Jump the Moon: Current Situation*

⁸ Michael Bingham, *Jump the Moon: Current Situation*

through her participation in the arts. The name Abbie also stands as an acronym of the four progressive steps taken in the outreach program:

Artists **B**elieve **B**uild **I**magine **E**nnoble.

The program brings on artists and helps them **believe** in their diverse abilities by first, **building** on their skill sets. Second, the program helps students become **imaginative** and original in their artwork. Finally, the program seeks to help through the means of art to **ennoble**⁹ their students to believe in themselves and in their artwork, giving them greater confidence in who they are and in their abilities. This program is funded by generous donors with the hopes of the school districts covering half the costs.

The program has seen success with several special needs groups coming out to the center during the months of September and October in 2018. The participating schools enjoyed their visits and have made plans to return to the JTM Art Studio.

Art Gallery

JTM operates their own art gallery within its studio space in Logan, Utah. The art gallery is for residents and sponsored student artists to display their finished artwork for the public to enjoy and buy. The art gallery's main purpose is to allow residents and sponsored student artists to sell their work. The art gallery is relatively new as of September 2018 and has not led to any art purchases presently (See *Appendix: Exhibit 1*)

Products

In pursuit of engaging persons with disabilities in the art community, JTM has developed numerous adaptive art tools to accommodate a wide range of disabilities. Examples of such art tools are wheelchairs with innovative brushes, paint funnel pendulums, and marker cars - all of these tools are for persons with little to no use of their hands or legs (see *Appendix: Exhibit 2*).

Conclusion

Jump the Moon is a recent nonprofit startup that has been around for less than a year. They have been able to acquire a physical space, become financially stable, launch new outreach programs, and mentor three sponsored students, all proving great success for this small organization and its mission.

⁹ Definition of "Ennoble": lend greater dignity or nobility of character to.

Macro Environment Analysis

Looking at the emerging trends within the six external environments (Demographic, Economic, Environmental/Natural Resources, Science/Technology, Political/Regulatory issues, and Cultural/Social), JTM is only affected by the changing trends in Cache Valley's disability demographic, emerging art technologies, and the cultural perspectives of the disability community.

Along with the six environments listed above, this chapter conducts a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the trends identified in the six environments. The SWOT analysis identifies the need for an organization mission statement/slogan, an e-commerce website, an impact campaign, and to continue fostering a strong corporate relationship with Microsoft.

Jump the Moon's Industry

Jump the Moon Foundation works in the nonprofit arena and works within the art education and disability service sectors (according to its 501(c)(3) status). The organization helps persons with disabilities which is a common focus for many Cache Valley nonprofits, however there is little competition among this sector (more about JTM's competition is discussed later in the section *Competitive Environment*).

Demographic Trends: Ethical Millennials and Disposable Income

JTM services focus on helping persons with disabilities, however much of the organizations funding comes from those who are not disabled and have the means to donate. Given this fact, changes to the culture and size of the donating demographic can affect JTM and its services.

According to Suzanne Robertson in her 2017 paper, "The Millennial Generation and Philanthropy: The Time for Engagement is Now"¹⁰, millennials are now the largest generation in the United States "surpassing the baby boomer generation in size" and have the highest amount of disposable income than any current generation group. In her article, Suzanne directly appeals to art foundations that it is time to stop focusing on baby boomers for donations but rather to focus on the millennial generation for their larger disposable income and greater tendency to donate to nonprofit or charitable organizations. Justin Wheeler, CEO of a very successful SaaS nonprofit, called Fundraise, said: "As millennials double as a working population, their share of charitable donations is likely to reflect that growth. Organizations should be doubling down on their efforts to connect with and reach millennials."¹¹ JTM should be focusing their marketing dollars on investing in a generation that will most likely invest more money back.

¹⁰ Suzanne Robertson, *The Millennial Generation and Philanthropy: The Time for Engagement is Now*, (MD Soar, June 2017, Accessed December 8, 2018), <http://hdl.handle.net/11603/4396>, 34.

¹¹ Justin Wheeler, *How Millennials Are Changing Philanthropy*, (Forbes - YEC, August 15, 2018, Accessed December 8, 2018), <https://www.forbes.com/sites/theyec/2018/08/15/how-millennials-are-changing-philanthropy/#6413f9ad7c68>.

Suzanne also points out that "60% of millennials self-report that they are often or always brand loyal."¹² Nonprofit organizations are taking advantage of this information and targeting young millennials in college who have moved from home and now have the autonomy to "spend their money freely."¹³ If nonprofits can get millennials to make the habit now to donate to their organizations, when the millennials graduate from college and take on their first career, they should continue the habit of giving but in greater amounts.

Another important characteristic of the millennial generation that nonprofits must consider is their healthy skepticism of "established charities."¹⁴ Tina Jepson in a recent study found that millennials are more skeptical of charities using their funds appropriately than other generations. Millennials "insist on proof that the organizations they support are relevant."¹⁵ Several studies have been conducted that show how important an up-to-date digital presence,¹⁶ customer reviews,¹⁷ and a well-organized website leveraging data,¹⁸ can signal to millennials the relevancy of their organization and therefore receive their funds.

Looking at nonprofits in Logan, many organizations have an up-to-date website that shows their organization's impact on the local community. One in particular that does a good job of following the research above is Cache Employment and Training Center.¹⁹ Their website shows their disabled clients happy in their places of occupation, thanks to the organization (see *Appendix: Exhibit 3*). This website among others in Cache Valley should be viewed as the benchmark for the JTM website.

One last trend that needs to be identified is the millennial generation's tendency to donate more generously to charities at Christmas time (or the Holiday season) than other generations.²⁰ According to the Charity Commission, nonprofits should target millennials over other generations in order to increase the chances of getting higher donations from the holiday season. It is not apparent that nonprofits in the Cache Valley area follow this tactic as most advertisements focus to a wide audience of givers, not to just the millennial audience. This can be an area where JTM can focus its advertising on millennials this 2018 Holiday season to improve their donations over their nonprofit counterparts.

¹² Suzanne Roberson, *The Millennial Generation and Philanthropy: The Time for Engagement is Now*, 34.

¹³ Tina Jepson, *5 Ways to Attract Millennials to Your Nonprofit*, (CauseVox, 30 June 2016), www.causevox.com/blog/attract-millennials-nonprofit/.

¹⁴ Suzanne Robertson, *The Millennial Generation and Philanthropy: The Time for Engagement is Now*, 42.

¹⁵ Suzanne Robertson, *The Millennial Generation and Philanthropy: The Time for Engagement is Now*, 50.

¹⁶ *Generation G: The Millennials and How They Are Changing the Art of Giving*. (CAF America Connections Blog, 19 Jan. 2016), www.cafamerica.org/generation-g-the-millennials-and-how-they-are-changing-the-art-of-giving/.

¹⁷ Jacquelyn Smith, *8 Things You Need to Know About Millennials at Work*, (Business Insider, 18 Nov. 2014), www.businessinsider.com/what-you-should-know-about-millennials-at-work-2014-11.

¹⁸ Tricia Romano, *With Millennial Philanthropy Money Flowing, Arts Groups Miss Out*, (27 Dec. 2015), www.seattletimes.com/seattle-news/arts-groups-giveeconomic-jolt-to-region-with-volunteer-help/.

¹⁹ Cache Employment Training Center, Home - CETC, (Accessed December 9, 2018), <http://cetcsupports.org/>.

²⁰ Holly Watt, *Millennials give more generously and carefully to charity, study finds*, (The Guardian, December 18, 2017, Accessed December 8, 2018), <https://www.theguardian.com/money/2017/dec/18/millennials-give-more-generously-and-carefully-to-charity-study-finds>.

Economic Trends: Increased ACPSA Spending in Utah

The Arts and Cultural Production Satellite Account (ACPSA) measures the amount of money that is spent on products related to arts and culture.²¹ A few examples of the types of products considered in this account are:

- Movie tickets
- Design services
- Custom paintings
- Art Education (classes/courses).

A disclaimer: Understanding that the ACPSA includes art forms such as movie tickets and design services, one must be careful to not interpret the results of the following ACPSA increases to mean a high increase in art education and artist revenues.

According to the most recent ACPSA report,²² the U.S. Department of Commerce | Bureau of Economic Analysis has seen the arts highly contribute to the US economy. The US Gross Domestic Product (GDP) has "been steadily increasing since 2009 and is up over 35% since 1998."²³ This trend has shown to continue to the most recent update of the data in March 6, 2018. (see **Appendix: Exhibit 4**).

Looking into a more in-depth report of Utah's effect on the ACPCA account,²⁴ we see a value-added percentage increase of 4.2 percent that ranks within the top 5 out of all 50 states. The Bureau of Economics stated that the increase is predominately attributed to an increase in the broadcasting and information services; however, this does not mean that the *Top Five Core Arts and Culture Industries* did not increase as well including the category of Independent Artists, Writers, and Performers in which JTM falls under. This category added \$82.99 million in added value to the APCSA account which contributed to the 4.2 increase shown in 2015 (see **Appendix: Exhibit 5**). This increase is good for art institutions showing that more revenue is being spent in the arts and culture sector than years past. A negative trend that can affect JTM is the reported decrease in Art Education spending across the U.S. shown in the APCSA report.²⁵

²¹ Bureau of Economic Analysis, (Arts and Cultural Production Satellite Account, U.S. and States 2015, News Release, BEA, March 6, 2018, Accessed December 8, 2018), <https://www.bea.gov/news/2018/arts-and-cultural-production-satellite-account-us-and-states-2015>

²² Bureau of Economic Analysis, (Additional Information / Definition of Culture, March 6, 2018, Accessed December 9, 2018), <https://www.bea.gov/news/2018/arts-and-cultural-production-satellite-account-us-and-states-2015>.

²³ Suzanne Robertson, *The Millennial Generation and Philanthropy: The Time for Engagement is Now*, 51.

²⁴ Bureau of Economic Analysis, (Arts and Culture | State Data download | Utah - 2015: ACPSA, March 6, 2018, Accessed December 9, 2018), <https://www.bea.gov/data/special-topics/arts-and-culture>, 1.

²⁵ Bureau of Economic Analysis, (Arts and Culture | State Data download | Utah - 2015 ACPSA), 2.

The tariffs established on Chinese steel²⁶ could affect the plans JTM has for manufacturing small metal warming trays for a new product launch called Doodle Bells. Remolded crayons are used to paint on a white sheet of paper sitting on a JTM warming tray. If the tariffs persist on steel, manufacturing the metal warming trays will be too expensive for JTM to afford in its current state of finances as a startup.

For 2018, Utah has been ranked the 2nd best economy out of all 50 states.²⁷ The growth in the economy has spurred a startup revolution. The state has been experiencing a strong employment growth rate with 2018 coming in at 3.1 percent, which is right in line with the current few years trend. Non-residential construction was \$2.4 billion, with a record-breaking \$520 million in new office construction - a strong indicator of economic growth.²⁸

In addition, unemployment is low with rising wages for Utahns meaning a much larger amount of disposable income per person. Unemployment was 3.5 percent in 2017 and projected to have dropped to 3.3 percent in 2018 with the addition of 45,000 jobs.²⁹ A decrease in unemployment, no matter how small, is still a good sign of economic growth that organizations like JTM can benefit from.

With the economy expanding, JTM and other nonprofits will have an easier time finding donations from a citizen base that is supported by data to have greater disposable incomes. JTM can solicit contributions with the assurance people have the means to help the organization.

Environmental/Natural Resource Trends: Millennials Buy Green

Utah has been in a 9-year-long drought which has not affected the art industry directly or indirectly. The closest environmental issue that can have an indirect effect on JTM is the millennial generation's desire to support organizations that play an active role in helping the environment and make/sell eco-friendly products³⁰

JTM makes sure to be environmentally conscious in the pursuit of their vision. The organization makes sure to first see if they can reuse a different product (e.g. a paint brush, an easel, a pencil sharpener, crayons) before deciding to manufacture or buy it. When JTM makes adaptive art tools, they find the parts at thrift stores or yard sales in order to put old materials to good use instead of letting them go to waste. JTM also receives numerous donations of art supplies that have been tossed out by families around the valley. JTM takes these thrown out

²⁶ Larry Elliot and Richard Partington, *Trade War? What you need to know about US steel tariffs*, (the Guardian, May 31, 2018, Accessed December 9, 2018), <https://www.theguardian.com/business/2018/may/31/trade-war-what-you-need-to-know-about-us-steel-tariffs>.

²⁷ U.S. News, *Best States: Utah*, (Accessed December 9, 2018), <https://www.usnews.com/news/best-states/utah>.

²⁸ Ken C. Gardner Policy Institute, *2018 Economic Report to the Governor*, (Accessed December 9, 2018), <http://gardner.utah.edu/economics/economic-report-to-the-governor/>.

²⁹ Carrie Mayne, *2018 Economic Report to the Governor*, (Accessed December 9, 2018), <http://gardner.utah.edu/wp-content/uploads/2018-ERG-Report.pdf>, 31.

³⁰ Nielsen Company, *Green Generation: Millennials Say Sustainability is a Shopping Priority*, (Newswire, November 5, 2015, Accessed December 9, 2018), <https://www.nielsen.com/us/en/insights/news/2015/green-generation-millennials-say-sustainability-is-a-shopping-priority.html>.

art supplies and creates mini art kits out of the salvageable materials and donates those kits to refugee causes and hospitals.³¹

JTM's green approach has not been influenced by the literature mentioned above. It is one of the organization's core values, which happens to be an important factor in millennial purchasing/donation habits. Other nonprofits in Cache valley have not shown to incorporate environmental causes into their organizations which could be a disadvantage in getting more millennial donations.

Science/Technology Trends: Cheaper Technology for Future Growth

One of JTM's main offerings, as mentioned earlier in this report, is creating adaptive art tools for disabled persons. New advancements in technology including 3D-printed prosthetics,³² better microchips for cheaper computers,³³ and Artificial Intelligence,³⁴ can have positive and negative effects on the nonprofit art sector.

3D-printed prosthetics can be an area of interest for JTM as the printed prosthetics could be modified to help individuals with missing limbs contribute to the art community. JTM has not had any clients with missing limbs, however the idea of 3D printed prosthetics for persons who struggle to use their own hands could have positive implications for JTM.

Computers have been getting cheaper because of economies of scale and greater competition to push down the price, enabling JTM to purchase computers with a limited budget, offering online art tools that appeal to specific types of special needs persons. Individuals with Autism have shown more focus and calmness when using the paint program on the computer than when given an actual paint brush. Computer art programs act as a substitute to many severely disabled persons who cannot or will not participate in traditional art forms such as painting and drawing.

Other disability art programs are using cheaper computers to build their programs and offer more types of art projects to a wider array of disabled persons; however, no other art studios are using 3D printed art tools in their programs, which can make it a strong differentiator for JTM in Cache Valley.

Within the last few years, Artificial Intelligence has shown an amazing ability to create more original and human like art pieces. This raises the question whether human artists will be competing with computers that can make similar artwork in 1/100 of the time.³⁵ So far, this area of improving technology does not look like it will hurt organizations like JTM who are helping

³¹ Michael Bingham, *Jump the Moon: Current Situation*.

³² 3D Natives, *TOP 12 3D printed prostheses*, (April 10, 2018, Accessed December 9, 2018), <https://www.3dnatives.com/en/3d-prostheses-100420184/>.

³³ John Markoff, *Smaller, Faster, Cheaper, Over: The Future of Computer Chips*, (New York Times, September 26, 2015, Accessed December 9, 2018), <https://www.nytimes.com/2015/09/27/technology/smaller-faster-cheaper-over-the-future-of-computer-chips.html>.

³⁴ Tim Schneider & Naomi Rea, *Has Artificial Intelligence Given Us the Next Great Art Movement? Experts Say Slow Down, the 'Field Is in Its Infancy*, (Art Net News, September 25, 2018, Accessed December 9, 2018), <https://news.artnet.com/art-world/ai-art-comes-to-market-is-it-worth-the-hype-1352011>.

³⁵ JJ Charlesworth, *AI can produce pictures, but can it create art for itself?* (CNN Style: Art, September 10, 2018, Accessed December 9, 2018), <https://www.cnn.com/style/article/artificial-intelligence-ai-art/index.html>.

disabled persons sell art. This is a trend, however, to be monitored for the next few years to see if it will start to cause disruptions in the JTM business model.

In most recent news, Microsoft has developed new technology that allows a machine to be operated by the movement of one's own eye. This technology is currently being used with Windows 10 and requires eye tracking devices like the "Tobii 4C."³⁶ This technology has great potential for persons with ALS who want to get into art. They can use the eye-tracking technology with the paint program to create their own art pieces.

JTM has recently made a connection with Microsoft Corp. and is looking to form a partnership where Microsoft provides the software for JTM's new adaptive art tools to help a wide variety of disabled persons participate in art.³⁷ JTM hopes to use this new relationship to better their program and impact, along with creating positive publicity that has the potential to inform more disabled persons of the JTM cause. This relationship with Microsoft can be a strength and opportunity for JTM.

Political/Regulatory: Tax Reform and Nonprofit Regulations

Working within the disability sector requires that organizations have received the appropriate training and certificates in order to be covered by insurance companies. There are also programs like the NADD Accreditation and Certificate Programs³⁸ that put nonprofits like JTM through an accreditation process in order to get a certificate to prove that they are appropriately working with disabled persons. The government also makes sure that nonprofits meet specific requirements under the Title VI Act.

JTM, along with the other disability organizations in Cache Valley, have had some level of training completed to work with disabled persons; however, JTM could apply and complete the NADD Accreditation Program to differentiate itself from the other programs, or even to simply help build its credibility as a new nonprofit in the art disability sector.

There are currently no political or regulatory issues/trends that will affect JTM now or in the future. JTM, however, should not let its guard down from keeping up to date with new rules and regulations that could appear in the disability sector.

The number one concern for JTM and others in the nonprofit sector is tax reform under the Donald Trump administration.³⁹ Out of 350 nonprofits surveyed by WIPFLi LLP, a top 20 accounting firm, 18.8% are concerned with tax reform and what it will do to donations and government funding. Many organizations are asking, "Will the increase of the standard deduction reduce the likelihood that individuals donate, or will it help the economy enough to increase donations?"⁴⁰ As congress works to complete their final tax policy changes, nonprofits are working to adapt early to any changes after the release of the new tax code.

³⁶ Microsoft Corporation, *Eye Control for Windows 10*, (Accessed December 9, 2018), <https://www.microsoft.com/en-us/garage/wall-of-fame/eye-control-windows-10/>

³⁷ Michael Bingham, *Jump the Moon: Current Situation*.

³⁸ NADD, *The NADD Accreditation and Certification Program*, (Accessed December 9, 2018), <http://thenadd.org/products/accreditation-and-certification-programs/>.

³⁹ Britt, *Top Seven Challenges for Nonprofit Organizations in 2018*, (WIPFLi - Brittenford Systems, March 29, 2018, Accessed December 9, 2018), <http://www.brittenford.com/blog/seven-top-challenges-nonprofits-2018/>.

⁴⁰ Britt, *Top Seven Challenges for Nonprofit Organizations in 2018*.

Future topics for JTM to be aware of is any changes to Medicaid if the organization decides to receive funding from the government institution to help provide their programs to disabled persons. Overall, JTM is not facing any real threats from the political or regulatory spectrum; however, the future is unclear to what could affect the organization in a year to two years' time.

Cultural/Social Trends: Millennials Choose to Serve

As mentioned in the section on *Demographic trends*, with millennials becoming the largest generation, the amount of donations that are given to nonprofits is also growing. Millennials are more particular about donating to charitable organizations and when they do, they give on average more money relative to their earnings than the baby boomer generation and Generation Z.⁴¹

Included in millennials donating more money to nonprofits than other generations, studies have also shown that they give more volunteer time than other generations.⁴² The Millennial Impact Report of 2013 showed 73% of millennials volunteered at a nonprofit in 2012, relaying that their motivations for doing so were to have a meaningful experience and leave a positive impact on their community.⁴³ Millennials are setting the trend and *social norm* that volunteering at a charitable organization can be a meaningful part of life and lifelong habit.⁴⁴

Organizations like the World Bank,⁴⁵ United Nations,⁴⁶ 2030 Agenda for Sustainable Development,⁴⁷ and the New Urban Agenda⁴⁸ are organizations and agendas committed to furthering the rights of disabled persons and improving their quality of life. These movements from the global institutions and programs listed above indicate a global change in the perspective of disabled individuals. They are now being given a place on the world stage, and through these global institutions a voice to be heard. With world institutions creating policy to support disability development across the globe, JTM has the support to expand their operations to other developing countries after the appropriate strategic growth.

⁴¹ Suzanne Roberson, *The Millennial Generation and Philanthropy: The Time for Engagement is Now*, 34.

⁴² Mark Rovner, *The Next Generation of American Giving: The Charitable Habits of Generations Y, X, Baby Boomers and Matures*, (Blackbaud, 2013), pdf. npengage.uberflip.com/i/147711-american-giving.

⁴³ Achieve, *the 2013 Millennial Impact Report*, (Sponsored by Case Foundation, 2016), PDF.

⁴⁴ Ryan Scott, *Millennials Rule at Giving Back*, (Forbes, 18 Jan. 2015), www.forbes.com/sites/causeintegration/2015/01/18/needfundraising-ideas-talk-to-a-millennial/#4f15e6725ac1.

⁴⁵ World Bank, *Disability Inclusion*, (Accessed December 9, 2018), <http://www.worldbank.org/en/topic/disability>.

⁴⁶ United Nations Disability, (Committee on the Rights of Persons with Disabilities, Accessed December 9, 2018), <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities/committee-on-the-rights-of-persons-with-disabilities-3.html>.

⁴⁷ Sustainable Development Goals, *Transforming our world: the 2030 Agenda for Sustainable Development*, (United Nations, Accessed December 9, 2018), <https://sustainabledevelopment.un.org/post2015/transformingourworld>.

⁴⁸ General Assembly - UN, *The Urban Agenda*, (United Nations, December 23, 2016, Accessed December 9, 2018), <http://habitat3.org/wp-content/uploads/New-Urban-Agenda-GA-Adopted-68th-Plenary-N1646655-E.pdf>.

S.W.O.T. Analysis

Jump the Moon Foundation has had a strong first year. They covered their startup costs, reached financial sustainability through donors, and hired their first employee to run the main office/art studio. For JTM to continue its momentum as a new nonprofit startup, it needs to focus on getting a full-functioning website up-and-running with e-commerce capabilities, develop a mission statement and slogan, launch an "impact" campaign, and strengthen its corporate relationship with Microsoft (see *Appendix: Exhibit 6*).

Strengths

Although JTM is in its first year as a new nonprofit and still has a list of items to do in order to achieve its working mission, the organization has done well to establish its strengths early and use those strengths to its advantage.

JTM has a strong donor base. Within the last year, several large donors have taken an interest in JTM's mission and have pledged their funds for its future success. For privacy reasons and at donor's requests, this report will not be sharing the dollar amounts of any donation or names of donors, but in general, 10 different foundations and individuals have given \$1,000 or more (with various frequencies) in the last year. The donors supporting JTM have promised "to not let the organization fail." With the support of its donors, JTM has been able to acquire the needed capital and investment to get their studio open and functioning to the public as well as their physical studio gallery. The support of the donors allows for JTM to take risks and advance the organization forward without having to wait for the necessary earnings from artists sales to establish all its necessary service programs.⁴⁹

Many of the nonprofits that serve the disability population provide similar art classes, mentorship programs, and art gallery walks; however, no other art disability service provides unique *adaptive art tools* like JTM. There are several disabilities that change the way a person can hold a paint brush such as cerebral palsy and multiple sclerosis. Most organizations spend years teaching individuals with these disabilities how to simply hold a paint brush or avoid the art medium altogether. JTM sees the person with Cerebral palsy and puts a large paintbrush on a wheelchair and tells them "they now can paint."⁵⁰ JTM's greatest strength is their personalized adaptive art tools for the individual's exact disability.

The Art Studio at JTM's main office on Main Street in Logan, is the perfect location for their user audience. The location allows for easy art access for the public community and free publicity at rush hour every day. Many nonprofits in Logan have offices that are out of the way of the public's normal routine. JTM has an office that is seen every time you drive to downtown Logan and back. The office gets a lot of attention from pedestrians walking by thanks to its large open windows on the front side displaying the extraordinary activities that take place inside. JTM needs to use their main street location to easily advertise their services by posting banners on the building and filling the studio with art activities that can be seen through the windows.

⁴⁹ Michael Bingham, *Jump the Moon: Current Situation*.

⁵⁰ *Jump the Moon Foundation*, (Home Page, Accessed December 10, 2018), <https://www.jumpthemoon.org/>.

JTM exists in a small northern Utah town that has less offerings than bigger Utah cities, for example, Salt Lake City. The lack of things to do in Logan, which is apparent in the several websites created to solve the issue like: *Nothingtodoinlogan.com*⁵¹ and *Utah.com's "Things to do in Logan"*⁵², makes volunteering a higher priority on college student lists. As mentioned in the section *Demographics*, millennials are more likely to serve than other generations, and Logan is filled with millennials. The most recent 2010 United States census estimated Logan's population to be 51,115 people⁵³ with the overall median age at 23 with male and female medians close to the same.⁵⁴ The age range of the millennial generation is currently 21 to 37 years old⁵⁵ giving JTM a large access to a supportive volunteer/donor base. The high density of millennials is a strength that JTM should utilize in their efforts to expand their disability services through donations and labor.

A few lesser strengths of JTM is their corporate volunteer relationships with Conserve and Vivint. Both organizations pay their employees to serve at JTM. The companies pay to have each employee who agrees to work with JTM, to be trained in helping persons with disabilities. With little money to staff the organization but with the demand for disabled group visits, these employees are a great asset to JTM.

The JTM brand is also a smaller strength. Their message resonates with their current donors along with loyal volunteers who give of their time and talents freely to JTM because of their mission to "ennoble individuals with diverse abilities." The organization's message is very relatable as well because most people know at least one person who suffers from a disability and can empathize with JTM's mission to give these individuals value.

The last strength that JTM has is their many partnerships with other nonprofits that would be their competitors in the disability service industry. Art Access (Logan) and Art Access (Salt Lake City) both have worked with JTM to get their organization off the ground. Each of these nonprofits works with disabled persons through art. These organizations could be viewed as competition, but JTM has made them into valuable partnerships.

Weaknesses

The greatest weakness that JTM currently has internally is their lack of a concrete mission statement. The organization has buzz words, unwritten values, and strong sentiments they share to everyone but not a definite mission statement that everyone in the organization can easily remember and recite. JTM needs a mission statement to keep all employees, volunteers and sponsored artists on the same page. Each person has their own reason for

⁵¹ Home - *Nothing to Do in Logan*, (*Nothing to Do in Logan*, Accessed December 10, 2018). <http://nothingtodoinlogan.com/>.

⁵² *Utah.com., Things to do in Logan*. (Utah Travel Industry, Accessed December 10, 2018), <https://utah.com/things-to-do/logan>.

⁵³ United States Census, *Quick Facts - Logan City, Utah*, (July 1, 2017. Accessed December 10, 2018). <https://www.census.gov/quickfacts/logancityutah>.

⁵⁴ *Logan, Utah Population 2018*, (*World Population Review*, March 25, 2018. Accessed December 10, 2018), <http://worldpopulationreview.com/us-cities/logan-ut-population/>.

⁵⁵ Liam Stack, *Are You 21 to 37? You Might Be a Millennial*, (*New York Times*, March 1, 2018, Accessed December 10, 2018), <https://www.nytimes.com/2018/03/01/style/millennials.html>.

working with JTM, but they must also understand what JTM expects of their interactions as well. JTM needs to create a concrete, strategic, mission statement along with a written list of values that they will uphold. This should be JTM's first step in 2019.

JTM has struggled to find their brand identity. This is mostly caused due to the lack of a mission statement. Without a brand identity, JTM is missing out on making itself recognizable to the community and future donors.⁵⁶ A brand identity could move potential donors to act on their message.⁵⁷

JTM's mission is to sell sponsored artists' masterpieces in their gallery; however, the JTM location is not well known to art buyers. Consequently, no paintings in their Art Studio gallery have been purchased. In today's world, e-commerce has become a large part of consumer shopping, including 44.3% of millennials yet again pushing the new trend for discovering new art online via social media and the web.⁵⁸ An online art gallery is also important as the ability to enter the art selling market is easier⁵⁹ than attracting art buyers to galleries and exhibitions. Instagram is proving to be the best way to get your art sold online and is what JTM should focus on in future marketing campaigns.

Because JTM is a new nonprofit, they have little funds to hire employees to manage the studio in the day or to open more courses to fill the empty spaces in the schedule during the week. JTM needs to focus its volunteering recruitment efforts on the millennial crowd in order to get the required help to fill its Art Studio with the people they are trying to help.

Another weakness for JTM is their lack of experience and numbers on its board of directors. The organization currently has a board of directors consisting of three people: two are art minded professionals and a recent college grad with three business degrees. The board needs more seasoned business professionals to help JTM make better strategic decisions going forward. JTM should start looking for more talented and seasoned professionals to bring more needed wisdom to the board and its important decisions.

Opportunities

JTM's location in Cache Valley and new-found corporate relationships offer promising results for the nonprofit's future success. JTM has the operating finances of a new nonprofit with little funds to pay employees. This means JTM must rely on around 80% volunteer help to operate. Utah State University (USU) resides in Cache Valley where JTM is located. USU has a student enrollment around 24,000 with roughly 16,500 of those students on campus. The average age of students is 19 - 24 which fits into the millennial generation. As the report has

⁵⁶ Small Business Resource Center, *6 reasons why a strong brand is important for your small business*, (Accessed December 10, 2018), <https://www.deluxe.com/sbrc/branding/six-reasons-why-strong-brand-important-small-business>.

⁵⁷ Scott Goodson, *Why Brand Building is Important*, (Forbes, May 27, 2012, Accessed December 10, 2018), <https://www.forbes.com/sites/marketshare/2012/05/27/why-brand-building-is-important/#37cdddd33006>.

⁵⁸ *American Attitudes Towards Art*, (Invaluable.com., March 2016, Accessed December 10, 2019), https://www.slideshare.net/Invaluable_PR/american-attitudes-toward-art-invaluable-2016.

⁵⁹ Deborah Weinswig, *Art Market Cooling, But Online Sales Booming*, (Forbes - Retail, May 13, 2016, Accessed December 10, 2018), <https://www.forbes.com/sites/deborahweinswig/2016/05/13/art-market-cooling-but-online-sales-booming/#101e699d6ec9>.

mentioned a few times, millennials are more likely to volunteer giving more of their free time to "help a meaningful cause."⁶⁰ JTM can take advantage of these students by creating reach out programs to get more students from campus to volunteer to run their programs.

USU has a volunteer center that coordinates student's desires to serve towards worthy causes and programs. JTM needs to build a strong relationship with the Service Center on USU's campus. The center could send proactive volunteers to help JTM with their many labor-intensive programs and processes.

Another opportunity for volunteer service that can help JTM is their corporate relationships with Conserve and Vivint. JTM has recently made deals with Conserve and Vivint in Cache Valley to provide service opportunities for their employees. Both companies have paid-to-serve programs in which employees can leave work for two-or-more hours to serve while still getting paid. These companies will also provide the necessary training for their employees to serve in any role. JTM has specific needs for trained volunteers who can assist disabled persons in the art studio. Conserve and Vivint will pay to train their employees in the necessary skills to be able to help in these roles. JTM needs to get a volunteer coordinator to be the link between these companies to make sure the organization is taking advantage of the skilled volunteer labor for their programs.

Utah State University has skilled engineering students that can use their talents, and need for experience, to help JTM in its many mechanical needs. Making adaptive art tools is one of JTM's key competencies. However, with such a small staff (one paid employee) they are not able to make art tools fast enough to help their client's needs. USU has a premiere Engineering program with students that are hungry to learn and gain relevant engineering experience. JTM can access these skilled students in two different ways.

First, JTM could hold an Engineering Adaptive Art Tools Contest in which a specific disability or type of disability is selected, for example Angelman, or a broad disability like lack of dexterity. Engineers would then create adaptive art tools that would help individuals with these disabilities participate in art. One of the submitted tools would be selected as the winner and that team would be rewarded a prize along with the title of *Jump the Moon Art Engineer for XXXX year*. This will incentivize USU engineers to gain wide recognition for their skills and gain valuable experience at the same time.

Second, JTM can propose projects that engineering students can complete for their capstone engineering projects (in which these students *must* complete in order to graduate in engineering). Engineering students at Utah State, specifically Mechanical and Aerospace engineers, must complete a capstone project.⁶¹ The School of Engineering helps their students complete these projects by partnering with companies and nonprofit organizations. These partnerships work in the following way. The organization provides the problem (what needs to be solved) and USU provides the students who will provide the solutions with professional mentors who provide the insight and guidance to make sure the project is done right. JTM can

⁶⁰ Suzanne Roberson, *The Millennial Generation and Philanthropy: The Time for Engagement is Now*, 52.

⁶¹ College of Engineering: Mechanical and Aerospace, *MAE Capstone Design*, (Utah State University, Accessed December 12, 2018), <https://mae.usu.edu/students/undergraduate/current/capstone/index>.

partner with USU to sponsor capstone projects and receive professional solutions to their many mechanical and design needs.

Most recently, Microsoft Corporation reached out to JTM to make physical trophies for their service awards for the year. JTM graciously accepted and is now working to foster the relationship for future help and resources from Microsoft. Right now, JTM is in the middle of talks to start a project with Microsoft to use their eye-tracking technology to create new computer art software for the disabled to use. JTM will provide their professional insight of art along with volunteers to try the product. This is a great opportunity for JTM to get real technical help to make adaptive art tools that would be able to be used with any computer in any home worldwide.

JTM has close access to a group of snowbirds, aka retirees, that could be potential donors and customers of the JTM art gallery. Utah State University, among other organizations, conduct snowbird programs for retirees to come to beautiful Cache Valley to reside in Logan for the summer. These retirees come in such "droves"⁶² that they can boost the population of states. These retirees are usually middle-class to wealthy families that are wanting to have an experience and give to a cause. The Department of Labor Statistics reports that the average income for a household led by a retiree is \$48,000 a year and roughly spends \$46,000 a year. This amount of money that retirees are saving - \$2,000 could be put towards sponsoring a disabled artist for a year with a monthly painting. JTM needs to take advantage of the retiree crowd and get them involved in the organization through gallery shows and art classes for retirees. At the art classes, retirees can meet our artists and hopefully build a relationship to where they can sponsor them for the year. This is a plan that JTM could easily implement in the upcoming summer of 2019.

There is little globalization within JTM's industry. Nonprofits that operate within the disability art education are usually local organizations that serve the direct needs in the community surrounding them. There are dozens of organizations like JTM that exist within the same niche industry, however with no organization large enough to have the need to expand operations, there is little direct competition between organizations. If JTM were to expand their offering globally, using the Franchise model, they could become the first disability art education nonprofit to extend itself globally, giving them a competitive edge.

The last opportunity for JTM is participating in the numerous festivals that go on around Utah. In the last decade, Utah has become a large art destination with several famous festivals taking place in our state. Festivals such as the *Sundance Film Festival*⁶³ and the *Utah Arts Festival*⁶⁴ provide a great crowd of art enthusiasts who would be willing to not only purchase JTM sponsored artists' pieces but donate and get involved with its cause. There are several

⁶² *The Unofficial Field Guide to the American Snowbird*, (The Logan Group of Raymond James, February 20, 2018, Accessed December 12, 2018), <https://www.raymondjames.com/thelogangroup/resources/2018/02/20/the-unofficial-field-guide-to-the-american-snowbird>.

⁶³ *About the Sundance Film Festival*, (Sundance Institute, Accessed December 12, 2018), <http://www.sundance.org/festivals/sundance-film-festival/about>.

⁶⁴ *Festival Blog and News*, (Utah Arts Festival, Accessed December 12, 2018), <https://uaf.org/>.

festivals that JTM should be involved in: *Beaver Mountain Music Festival*,⁶⁵ *Block Film Festival*,⁶⁶ *Utah Shakespeare Festival*,⁶⁷ and *Living Traditions Festival*⁶⁸ to name a few.

As observed, JTM has many opportunities that they can take within the next year to move their organization forward. Not all of these opportunities should be pursued at once. JTM should strategically decide on their most important goals related to their newly defined mission statement and plan out an action plan for pursuing these opportunities.

Threats

When it comes to threats, JTM need only look to the other nonprofits just in Cache Valley along with other parts of Utah in which they must compete for community members' donations. JTM has been able to secure a few key donations in order to operate; however, the organization does not have the funding it needs to enlarge their program to help all the disabled persons in just Cache Valley.

Art Access is JTM's main competitor when it comes to soliciting donations for a similar cause. Art Access was started in 1984 and just recently celebrated its 30-year anniversary. The organization is well-established and because it has been operating in this industry longer than JTM it has more donors, more members, and more insight into how the industry operates. The organization is itself a threat to JTM in that it proclaims it to be "the only arts organization in Utah that focuses on serving individuals with disabilities."⁶⁹

Other nonprofits that are not in the same industry as JTM can also be threats to the organization in terms of soliciting donations. Most nonprofits work collaboratively to help one another achieve their goals, however they do not work together on building their donation base. JTM needs to work on marketing its offering in a way that makes the public want to donate to JTM first before considering other nonprofit organizations.

A note: It is hard to say that JTM competes in the industry of "helping disabled" persons live more fulfilling lives. The organization does not see any nonprofit organization as competitors, especially those who offer the same solutions they do. JTM sees all nonprofits, including Art Access in Logan and SLC, as collaborators. This is a strength of JTM: to turn their competitors into their greatest advocates, which they have. JTM works with both Art Access nonprofits to learn how to deliver disability art education and run a nonprofit.

Conclusion: SWOT Analysis Recommendations

A thorough analysis of JTM's internal and external opportunities and threats offer great insight into what a strategic plan for JTM should look like going forward. A strategic plan

⁶⁵ *Music Festival*, (Beaver Mountain, Accessed December 12, 2018), <http://www.skithebeav.com/c/news--events/latest-news/music-festival->

⁶⁶ *The Block Film and Art Festival*, (Logan Film Fest, Accessed December 12, 2018), <http://www.loganfilmfest.com/>.

⁶⁷ *Utah Shakespeare Festival*, (Visit Utah, Accessed December 12, 2018), <https://www.visitutah.com/things-to-do/events/utah-shakespeare-festival/>.

⁶⁸ *Top Annual Festival - Living traditions Festival*, (Visit Utah, Accessed December 12, 2018), <https://www.visitutah.com/things-to-do/events/>.

⁶⁹ *Art Access: Mission & History*, (Art Access (SLC), Accessed December 12, 2018), <https://accessart.org/about-art-access/art-access-utah-mission-and-history#>.

should be created around their internal branding, external branding, and a website to sell sponsored artists' varied works.

JTM's strategic plan should include creating a well-defined mission statement with an appropriate slogan. This mission statement should resonate with the public and motivate them to get involved with the JTM vision.

JTM should launch an impact marketing campaign that shows how their organization is changing the lives of its disabled artists through their many programs. This marketing plan should be targeted to the general public with special marketing campaigns targeted at the millennial generation, given their higher likelihood to donate and volunteer.

A website needs to be created for JTM that outlines their offerings and includes an e-commerce art gallery. If JTM can accomplish these tasks they will see the necessary growth the organization hopes to have in 2019.

Competitive Environment Analysis

The Jump the Moon Foundation works and operates within the *Elderly and Disabled Service* industry in the U.S. JTM focuses their attention in this industry on those who have mild to severe disabilities from birth, which reduces the level of competition they face from competitors.⁷⁰ The competitive landscape of the Elderly and Disabled Service industry is moderately competitive, with no identified organization earning most of the profits.⁷¹ The industry is made up of several small nonprofits and companies that receive federal and state government funding to run their operations.⁷² A large majority of the industry is nonprofits who often work together to better achieve each other's goals, however the competition between nonprofits for the contributions of donors, volunteers, corporations, grants, and other support options is "intense"⁷³ (*See Appendix: Exhibit 7*).

Porter's Five Forces Analysis Insights

To better understand the competitive landscape of JTM's industry (the Elderly and Disability Services), a Porter's Five Forces Analysis was conducted with the following insights:

- High level of competition between organizations soliciting donations from the Cache Valley community.
- High growth level in the industry incentivizing new entrants to the industry.
- Large capital and space requirements keep organizations from quickly entering the industry.
- JTM's program offerings are highly competitive, delivering better benefits compared to their competitors.
- Buyers have the power to purchase art for lower prices due to high competition in gallery sales and due to the lack of a strong JTM art brand.

These insights are key to the creation of JTM's marketing strategy going forward. More information on this strategy and its recommendations will be in the next section.

Market Life Cycle: High Growth

Most reports outlining the "Life Cycle Stage" of the industry focus on the Elderly consumers who make up a large portion of *disabled* individuals. JTM invites the elderly who suffer from disabilities to participate in their activities, however their main client base is those

⁷⁰ Although JTM focuses its attention on disabled individuals, they invite the public to join in their offerings to express themselves with art.

⁷¹ Miller, Anna, *IBISWorld Industry Report 62412: Elderly & Disabled Service in the US*, (Los Angeles: IBISWorld, April 2018, Accessed December 12, 2018),

<https://clients1.ibisworld.com/reports/us/industry/default.aspx?entid=1607>.

⁷² Anna Miller, *IBISWorld Industry Report 62412: Elderly & Disabled Service in the US*.

⁷³ Anna Miller, *IBISWorld Industry Report 62412: Elderly & Disabled Service in the US*.

individuals who have suffered from a disability since birth and not so much those with disabilities that were developed from aging.

Given that most reports on the industry include information on a clientele base that JTM does not serve, there is still useful information from the industry reports that pertain to the organization. The industry is in a growth phase fueled by many factors. Those factors relevant to JTM are the increase in family's disposable income, and the countries greater access to healthcare from policy reforms.⁷⁴ These factors are shown to create growth in the industry from now until 2023, averaging an annualized growth rate of 3.2% which is projected to grow faster than US GDP (see *Figure 2*).⁷⁵

Figure 2: Elder & Disability Services Industry Revenue Growth

Revenue Outlook

Year	Revenue \$ million	Growth %
2019	49,729.9	3.8
2020	51,395.0	3.3
2021	53,089.2	3.3
2022	54,943.8	3.5
2023	56,677.1	3.2
2024	58,474.4	3.2

New technology is also increasing the growth rate of the industry as more tools are developed to help people with disabilities get outside their homes and into the community.⁷⁶ These technologies are accelerating growth and allowing for more disabled individuals to participate in nonprofits like JTM.

Understanding the growth of the Elderly and Disabled Services industry, sheds light on how active JTM should be in reaching out to new potential artists. With growth in the industry, JTM can look to expand their offerings knowing that they will find the clients/artists they need to sustain their growth. In order to grow, they need to, again, market their offerings on a widespread level through social media and a web presence.

⁷⁴ Ibid.

⁷⁵ Anna Miller, *IBISWorld Industry Report 62412: Elderly & Disabled Service in the US*, (Los Angeles: IBISWorld, April 2018. Accessed December 12, 2018), <https://clients1.ibisworld.com/reports/us/industry/default.aspx?entid=1607>.

⁷⁶ Pdraig Belton, *The Tech Giving People Power to Deal with Disability*, (BBC News, January 29, 2016, Accessed December 12, 2018), <https://www.bbc.com/news/business-35427933>.

Buyer Bargaining Power: High

For this section of the report to be meaningful, customers/buyers will be defined as those who purchase art from the JTM gallery and provide donations to the organization. JTM has not yet established an online art gallery to sell art nor have they made any sells from their in-studio art gallery. Given that JTM had sales to analyze a more accurate analysis of buyer power would be concluded, however a broad analysis of art purchasers' buying power will be analyzed from online empirical data and then concluded.

Looking to online art specialists and articles, we find that buyer power in the art industry is low due to the power of the art gallery or seller to set "tastes" and therefore "prices."⁷⁷ This can be true with large art galleries, but JTM is not a large art dealer and therefore should not face such power to manipulate higher prices on their pieces.⁷⁸ Given JTM's current startup status and little exposure among large art purchasers, makes the buyer have higher purchasing power than normal. If JTM can grow their reputation for selling great art pieces and gaining more exposure, then they will be able to have more control over prices and buyers than what is currently existing in their market.

Competitive Rivalry: High

The competition threat level is low in terms of finding disabled individuals to work with; however, there is intense competition when looking for new donors, volunteers, corporation charity programs and other supporters.

Jump the Moon's main competitors in the nonprofit art and disability space are Art Access (Logan) and Art Access (SLC), which are both strong partners to the JTM model and have donated their own skills and resources in helping JTM succeed. These "competitors" are considered partners from a clientele perspective; however, they are strict rivals when looking for donors who want to support art education among disabled persons.

Although there is a greater amount of disposable income among US families which would logically mean more donations to go around, this is not the case. A small portion of those families (which are predominantly baby boomers) donate from their greater excess of income. Millennials are proven to give more but the generation is still young and without large corporate incomes in which they can donate large portions from.

Given this, the analysis must look to more indirect organizations as JTM's competitors in the recruitment realm. The fact is, there are so many disabled persons to help just in Cache Valley alone that not one organization can help them all, so a partnered effort is needed. In the realm of recruitment, JTM does not have competitors, they have partners.

Looking broader, past Jump the Moon's "would-be" competitors, we can classify all other nonprofits that accept donations and volunteer service as indirect competitors to JTM. However, JTM also has several strong relationships with these in-direct competitors

⁷⁷ Allision Schrager, *High-end Art is One of the Most Manipulated Markets in the World*, (Quartz, July 11, 2013, Accessed December 12, 2018), <https://qz.com/103091/high-end-art-is-one-of-the-most-manipulated-markets-in-the-world/>.

⁷⁸ *Inside the Secretive World of the Art Market*, (BBC Culture, January 8, 2016, Accessed December 12, 2018), <http://www.bbc.com/culture/story/20160108-inside-the-secretive-world-of-the-art-market>.

(nonprofits) that share resources with JTM. These organizations' titles, and how they help JTM, are listed below:

- **Cache Employment and Training** | their busses for transporting special needs programs participating in Operation A.B.B.I.E. to JTM's Art Studio.⁷⁹
- **The Cache Education Foundation** | donate funds to operate the busses lent to JTM from Cache Employment and Training.⁸⁰
- **Common Ground Outdoor Adventures** | refer new artists to our organization and have helped with training the studio director, Michael Bingham.⁸¹
- **Center for Persons with Disabilities** | provide training and tips on how to best work with our disabled artists.⁸²
- **Cache Humane Society** | commission art projects for sponsored JTM artists to complete, for pay.⁸³

This is not a comprehensive list of all the organizations that work with JTM. Many organizations have asked to be anonymous and are therefore not listed above. Although the organizations listed above work to help JTM succeed in operating its business, these organizations are still considered competitors in the sense that they are competing for the same donations and angel investors that JTM is competing for.

Looking at the whole industry, and the distribution of disabled service centers in the West Coast (where JTM is located: Logan, UT), there are less establishments than there are disabled persons in need, which confirms JTM's lack of competition in helping find clients.⁸⁴

For JTM to remain sustainable, they must procure the necessary donations and funding from donors and investors. There is heavy competition in getting donors that are fully committed to JTM that are already a donor for the Cache Employment and Training Center.⁸⁵

Organizations that are not partners with JTM or even passive competitors, can be identified as any industry/organization that markets to consumers to spend their discretionary funds. Examples of these types of competitors are movie theaters, bowling allies, game shops (the entertainment industry), etc. To combat this high level of competition, JTM needs to show how consumers will gain higher utility from donating to JTM's cause than one Friday night movie or a bowling alley visit will bring. Marketing will have to be unique and well-communicated to convince consumers to give a reasonable portion of their discretionary funds, aka "play money", to a charitable cause.

⁷⁹ For more information about the Cache Education Foundation, please follow this link: <http://cefut.org/>.

⁸⁰ For more information about Cache Employment and Training, please follow this link: <http://cetcsupports.org/>.

⁸¹ For more information about Common Ground Outdoor Adventures, please follow this link: <http://www.cgadventures.org/>.

⁸² For more information about Center for Persons with Disabilities, please follow this link: <http://www.cpdusu.org/>.

⁸³ For more information about Cache Humane Society, please follow this link: <https://www.cachehumane.org/>.

⁸⁴ Anna Miller, *Elderly and Disability Services Industry Report: Competitive Landscape*, (April 2018, Accessed December 9, 2018), 62412 Elderly - Disabled Services in the US Industry Report.pdf.

⁸⁵ Anna Miller, *Elderly and Disability Services Industry Report: Competitive Landscape*, 23.

Supplier Power: Low

Most of the supplies that JTM receives for its operation is from Deseret Industries (DI). JTM has made a deal with DI in accordance with its 501c3 status to receive most of DI's donated art supplies.

JTM receives most of their art supplies for free with little supplier bargaining power. DI previously threw away most of their donated art supplies and only resold those supplies in the best of conditions. These supplies consist mostly of crayons, colored pencils, pens, paint, paint brushes, and other art tools and mediums. DI benefits from this deal by fulfilling one of its missions: to reduce waste by keeping possessions in use for as long as possible.⁸⁶ JTM benefits from the deal by "receiving the art supplies it needs to supply its various programs."⁸⁷ Due to the nature of the relationship between JTM and DI, neither party requires stronger or weaker bargaining power because both parties are accomplishing their nonprofits' goals without the option for a better deal. The relationship between DI and JTM is mutually beneficial.

JTM experiences medium supplier power in terms of their paper-based art supplies. The supplies that are not usually donated from DI are paper-based supplies (e.g. paper, canvas, and card stock) and must either come from community donations or purchased from art supplies stores at a discount.⁸⁸

JTM currently receives little donations to put towards paper and canvas so they must purchase them from art supply stores. With JTM having to purchase paper-based art supplies from retail stores, they are subject to higher supplier power in purchasing paper-based art supplies, although this supplier power is greater than the donations received from DI, it is still low compared to the industry.

There is high competition in retail art supply stores despite big name retailers such as Hobby Lobby and Michaels. IBISWorld industry reports show **low** concentration of competitive power for the industry with the top three companies in the industry estimated to generate "less than 2.0% of total industry revenue in 2018."⁸⁹ With low competition in the art supply industry, JTM has little worries of strong supplier power commanding a higher price in the near future.

Potential Entrants: Medium

With the industry growing rapidly at an annual growth rate of 5.2%, there is high incentive to enter this industry in order to capture some of the growth in profits. Barriers for entry still to be considered is the ability for new operators to acquire an operating space, volunteers, and ample amounts of funding from donors and grants.

The industry requires such low levels of capital to start an operation, and with low levels of revenue volatility due to the industry's high growth, it is predicted that many new operations

⁸⁶ *How Deseret Industries Helps the Community*, (Deseret Industries, Accessed December 12, 2018), <https://www.deseretindustries.org/what-we-do?lang=eng>.

⁸⁷ Michael Bingham, *Jump the Moon: Current Situation*, (Interview by Luke L. Flynn, JTM: Marketing Audit 2018, December 8, 2018).

⁸⁸ Jump the Moon is able to purchase art supplies from art supply stores with tax exemption.

⁸⁹ Claire O'Conner, *IBISWorld Industry Report OD4387: Art Supply Stores in the US*, (April 2018, Accessed December 9, 2018), <https://clients1.ibisworld.com/reports/us/industry/competitivelandscape.aspx?entid=4387>.

will start in 2019.⁹⁰ Most of these new entrants to the market will consist of organizations that are focused on the more lucrative elderly base rather than the disability base which changes the significance of the industry threat of entry for JTM.

Barriers to entry are higher in the disability art education space due to the cost of acquiring art materials, and space or rental that allows for messy art projects. JTM struggled in the beginning to find a space where the rental contract would allow for "projects that could leave long lasting or permanent damage to the building."⁹¹ Michael Bingham, the founder and owner, finally located the perfect space after "four-years of searching."⁹² Although this is empirical evidence, experienced professionals in the industry agree with Michael's similar struggle to enter the industry.

Competitive Substitutes: High

There are several substitutes to the JTM offering that must be understood and addressed if JTM is to achieve the growth they hope to obtain in 2019. There are three areas of JTM's business model that are susceptible to the following substitute categories:

- Substitute Programs
- Substitute Donations
- Substitute Service Opportunities

Given there are three area substitutes to the JTM business model makes the threat of this category high.

Substitute Programs: Medium

In terms of programs, there are several nonprofit organizations just in Cache Valley that provide programs that are direct substitutes to JTM's. Common Ground Outdoor Adventures (CGOA), a nonprofit outdoor adventure program, focuses its services on getting disabled individuals out of the house and into the outdoors. Cache Employment and Education (CEE) helps disabled persons get out of the house and earn money for themselves while developing their motor skills. Both of these programs accomplish many of the goals that JTM's program accomplishes. The outdoor program gets them out of the house, builds a community of members who explore the outdoors together, and it helps them develop motor skills. The employment program gets disabled individuals out of the house provides them with a wage, builds a community of colleagues and develops their motor skills. Disabled individuals looking for programs to get involved with could go with any of these programs and benefit from it.

Although CGOA and CEE's programs can be considered substitutes to JTM's, their offerings do not measure up to JTM's when compared one-on-one. JTM offers a more enjoyable and safer experience for their clients. CGOA takes their clients on outdoor adventures; however, with these activities come the risk of injury, and these adventures can

⁹⁰ Anna Miller, *Elderly and Disability Services Industry Report: Competitive Landscape*, 24.

⁹¹ Michael Bingham, *Jump the Moon: Current Situation*,

⁹² Ibid.

only be done seasonally (not in the winter). CCE has workers complete mundane tasks such as stuffing envelopes that is not fulfilling to the individual. JTM art programs can be enjoyed year-round. Also, these art programs bring more self-fulfillment and accomplishment as disabled artists create their own works of art.

Along with JTM's program is their client's ability to make more money from their work. JTM's artists, after completing a project, can sell their artwork for a high market price. When calculating the artist's hourly wage per art piece compared to hourly wage at CEE, the artist works less for more money.

Given JTM's superior benefits, there is still the preferences of the client base that sway them to choose other nonprofit programs over theirs. Overall, JTM has a *threat level of medium* when it comes to substitute options for their programs. Better marketing of their programs' benefits can counteract the threat level of substitutes.

Substitute Donations: High

There is a high threat level of substitute organizations that the public can donate to in Cache Valley. JTM excepts any type of donation including those given through their Resident Art Program. Every other organization in Cache Valley accepts donations and has special programs that offer evidence of return on investment. JTM's Resident Art Program takes a donation of \$100 per month to sponsor an artist. In return for sponsoring the artist, the donor will receive a customized art piece once a month to show how they are improving in the Resident program. Programs like this, that provide donors immediate evidence from their donation, is common. Options for Independence has donors sponsor trips and receive a picture from the trip showing the fun their donation made possible. Cache Employment and Education, Common Ground Outdoor Adventures, CAPSA, Stokes Nature Center, and many more are all substitutes that accept donations and will provide the donor with the same if not similar satisfaction for donating to a good cause.

JTM can combat this high level of donor substitutes by providing their donors with more evidence of their impact. JTM could have the donor come in to the studio and see their sponsored artist at work as well as receive a special art piece once a month. Most importantly, JTM needs their donors to have an unrivaled donating experience.

Substitute Service Opportunities: High

Like the high threat of substitutes for donors, the same is true of substitute service opportunities in Cache Valley. All nonprofit organizations have a way in which the community can serve their organizations. All of the nonprofits in Logan are good at posting their service needs and dates online as well as on the new app, *Just Serve* - an app shows service opportunities around the user's geographical location,⁹³ which makes the competition for volunteers very high.

JTM can combat this high threat level by creating more fun and unique ways to serve JTM that are more fulfilling to volunteers than other nonprofit service opportunities. JTM could

⁹³ *Just Serve: Give Volunteer Service Where You Live Today*, (LDS Church, Accessed December 13, 2018), <https://www.justserve.org/>.

have volunteers serve in their studio for a half hour, and then create art for the second half hour. This would provide an activity and a service project that could be more fun and rewarding to the volunteer.

Stakeholders/Influencers: Medium

The major stakeholders that have a major influence on the future of JTM is its donors. JTM is able to operate due to the generous donations of three major organizations/families.⁹⁴ JTM's fixed costs, as well as their directors/studio manager income, are covered by these generous donors. If a donor were to pull out their support, JTM would not be able to stay solvent. The donors are major in the success of the firm; however, JTM has no current or future reasons to be nervous of the major donor's commitment to the organization.

Past and present donors can have an effect on JTM's success through their reviews of the organization shared by word of mouth. Many nonprofit organizations use word-of-mouth to increase their organization's success, in this case by receiving more donations and volunteer service.⁹⁵ Word-of-mouth marketing can also go the other way and hurt organizations. Although this does not pertain to the organization, JTM should be aware of how they treat their volunteers and donors and what it can mean for the organization's future. JTM has done a fantastic job at making all their donors and volunteers feel appreciated for their time and money and asking them to spread the word about their mission.

To use word-of-mouth marketing to JTM's advantage, they should start posting volunteers' positive service reviews to their social media accounts. This has been proven by consumers to be 92% more effective than other forms of advertising.⁹⁶ This can help build positive word-of-mouth for JTM and reduce any possible threat level of negative volunteer influencers on the organization.

Conclusion

The competitive landscape of the Elderly and Disability Services industry is overall of little consequence to JTM. The industry is growing, providing incentive for new organizations to enter the market; however, capital costs and finding a space makes the barriers to entry high, giving JTM less to worry about in terms of competition.

Because of JTM's strong relationships with their suppliers, donors, and volunteers; they should be confident in having the resources and the labor to not only continue its operations at their current level, but expand them in 2019. JTM should use new marketing techniques and messaging to enhance the JTM brand over its competitors and diffuse the medium threat level that their substitute programs and offerings represent.

⁹⁴ These organizations/families have requested to be kept nameless.

⁹⁵ Allison Gauss, *How to Encourage Word-of-Mouth marketing for Your Nonprofit*, (Classy.org, Accessed December 13, 2018), <https://www.classy.org/blog/encouraging-word-of-mouth-marketing-for-your-nonprofit/>.

⁹⁶ Matt Warren, *Word of Mouth Marketing in 2018: How to Create a Strategy for Social Media Buzz & Skyrocket Referral Sales*, (Big Commerce, Accessed December 13, 2018), <https://www.bigcommerce.com/blog/word-of-mouth-marketing/#what-is-word-of-mouth-marketing>.

Marketing Strategies and Programs

After analyzing the external threats and opportunities related to JTM's industry and geographic arena, this section will now outline the internal strengths and weaknesses of their current marketing strategies. Recommendations for JTM's marketing will be provided in the following section.

Strategic Marketing Position

The Jump the Moon Foundation has strategically positioned itself as a nonprofit organization that helps all persons realize their "diverse abilities."⁹⁷ The organization operates under their personalized *niche* strategy. There are two other organizations that provide art education to people of disabilities with similar goals; however, JTM is approaching disability art education with innovation and style.

JTM uses its core competencies in construction, engineering, and design to create custom built art tools or "adaptive art tools," that are made for specific disabilities (see appendix: Exhibit xxx). These adaptive art tools are not a part of JTM's competitor's models. The competition works with disabled individuals by only allowing them to do art projects that cater to their disability. To give an example of how JTM operates apart from the competition: If an individual had cerebral palsy, the competition would rule out painting with a brush and give them finger paints. Jump the Moon; however, says: "You want to paint!?! Then let's paint!!!" and builds an electric wheelchair with a giant brush for the disabled person to use. JTM provides access to art projects and activities that other programs cannot.

Although JTM does not have a concrete, decisive mission statement, the organization has arguably the best messages to share with their artists and the surrounding community. Some of these inspiring messages are "Don't let anyone tell you, you can't." and "I'm convinced we all have 'diverse abilities,' not 'disabilities.'"⁹⁸ These are just two of the many powerful messages that JTM shares frequently with their artists that, as Michael Bingham would say, "Ennobles" the challenged artists to reach their true potential.

Moving forward, JTM needs to create a cohesive and concise marketing strategy that focuses on getting millennial donations and volunteers to JTM's Logan office. Included in its marketing strategy, the organization needs to show-boat their niche differentiators such as the cool adaptive art tools it creates, and its powerfully uplifting messaging. Focusing forward on these areas of improvement, JTM will have the best chance at seeing success in the growth of their organization in 2019.

Product Portfolio Analysis

In order to best position Jump the Moon against its competitors' offerings, a portfolio analysis was conducted to outline the strengths and weaknesses behind each product and program offering, along with recommendations on how they can improve.

⁹⁷ Michael Bingham, *Jump the Moon Foundation - Art Without Limits*, (Jump the Moon Foundation, Accessed December 8, 2018), <https://www.jumpthemoon.org/>.

⁹⁸ Michael Bingham, *Our Programs*.

Art gallery

Inside JTM's Logan office is a space dedicated for an art gallery to showcase artists with disabilities artwork. This art gallery (mentioned early in this audit) covers a small area. The art gallery currently offers a very niche selection of paintings ranging from art styles such as Impressionism to Anime art (see **Appendix: Exhibit 1**).

The art gallery succeeds in its unique look and feel. The design of the gallery features purple brick walls, JTM's creative 'moonlighting' from four large dome lights, and classic art frames encasing beautiful pieces of art. The art studio carries a unique feel to the viewer. A cream shag rug makes the gallery feel like home. Creative but quirky descriptions of each art piece bring a unique brand vibe to patrons.

The only downsides to the JTM art gallery are its small collection of sponsored artists' paintings and the lack of art variety. These weaknesses are understandable to the gallery as JTM has only recently launched its Resident Artist program and does not plan on seeing an increase in its art count and variety until recruitment efforts increase.

A marketing campaign should focus efforts on informing the Cache County community of the Resident's Art program in hopes to increase recruitment percentages each month. A social media campaign boosted across the social media suite (Facebook, Twitter, Instagram) targeting parents of disabled children should increase recruitment.

Mobile Art Gallery

In connection with the JTM Logan art gallery comes the most unique art piece of the gallery: the mobile art gallery. This two-sided art wall acts as the north wall to the studio gallery separating the gallery and the art studio (see **Appendix: Exhibit 8**). Apart from acting as a wall in the Logan gallery, the main purpose of this mobile attraction is to show off the talents of JTM's artists at the various art festivals mentioned in this report.

The mobile art gallery has already debuted at the *2018 Beaver Mountain: Musical Festival*⁹⁹ where it was widely adored and the *Logan Block Film Festival*¹⁰⁰ where it also received praise for its originality.

There are no real weaknesses of the wall itself but a few with its uses. The mobile art gallery should be deployed much more than it currently is. The wall acts as a large, decorative, and artistic JTM advertisement that can be placed at any art festival in Utah with the potential to debut at other art festival in other states. JTM needs the brand recognition to start selling its art and to receive the recognition that can lead to more donations. The wall should be deployed to festivals in St. George and Cedar City.

Deploying the mobile wall should increase artist sales. The wall sticks out at festivals in the best way possible. At the different festivals it has participated in, the wall stands out amongst the similar booths and tables covered in art. The JTM mobile art gallery is crafted out

⁹⁹ *Music Festival*, (Beaver Mountain, Accessed December 12, 2018), <http://www.skithebeav.com/c/news--events/latest-news/music-festival->.

¹⁰⁰ *The Block Film and Art Festival*, (Logan Film Fest, Accessed December 12, 2018), <http://www.loganfilmfest.com/>.

of vintage metal and the previous building owner's store sign. The mobile gallery is an art piece in itself and pulls patrons to view its art.

A strategic move to better use the art wall is to hire an employee whose role is to visit as many art festivals in the Western United States and sell JTM's artists' works. The employee could be paid hourly with all travel expenses paid for. There are plenty of art nomads that would thrive in this type of responsibility while also helping out JTM's core mission of selling disabled artists' pieces of art.

Special Programs

The special programs that JTM offers do a great job of disseminating the values JTM upholds, while delivering results to its participants. So far, JTM has two sponsored artists who come to the studio every day to improve their art skills. Michael Bingham, the studio manager and director of the program, works tirelessly to fine tune each artists' abilities. While teaching, Michael Bingham also delivers his words of encouragement with the JTM philosophy that everyone can hone their "diverse abilities." The program has shown promise with each artist improving in their abilities and confidence as an artist.

The program's weakness is its size. JTM needs to put forth more effort to recruit disabled persons in Cache County that would benefit greatly from this mentor program. Word-of-Mouth marketing campaigns would be the most effective way to reach the programs target audience: parents of disabled individuals. Word-of-Mouth marketing or referral base marketing carries greater credibility¹⁰¹ for getting the message out to parents who are going to trust their child/dependent to a nonprofit organization.

Doodle Bells

Doodle Bells were created to help supply special needs school programs with art supplies. The idea started from a simple attempt to recycle tubs of crayons donated from DI and turned into an award-winning idea. At the beginning of this year, 2018, JTM entered the idea of Doodle Bells (see ***Appendix: Exhibit 9***) into the Center for Entrepreneurship's "\$100 Startup Challenge."¹⁰² After three weeks of intense competition from 50 different teams, JTM presented its Doodle Bell products and took second place, winning the idea \$1,000 in cash.

The Doodle Bells offer individuals who struggle to hold a crayon the chance to "color outside of the lines."¹⁰³ The Doodle Bells offer a nice dumbbell type grip that anyone who struggles with holding small objects can use. The Doodle Bell also strengthens the user's dexterity and core arm muscle groups to help them increase their daily muscle control.

The weaknesses behind the Doodle Bell are the warming trays that accompanies the product and the inefficiencies associated with manufacturing it. The Doodle Bell itself is harmless; however, the warming trays that have been used to test the product are not as safe. The warming trays used with the product were created to keep food warm after it has been

¹⁰¹ Matt Warren, *Word of Mouth Marketing in 2018: How to Create a Strategy for Social Media Buzz & Skyrocket Referral Sales*.

¹⁰² "\$100 Startup Challenge," (Jon M. Huntsman School of Business, Accessed December 13, 2018), https://huntsman.usu.edu/center/startup_challenge.

¹⁰³ Michael Bingham, *Jump the Moon: Current Situation*.

taken of the stove. These warming trays do not reach the same temperatures as a stove top can reach but they can get hot enough to moderately burn a user painting with a Doodle Bell. JTM needs to invest resources into engineering their own warming tray that has safety features built in to keep the tray from getting as hot along with guard rails that the user can rest their hands on to avoid the tray's heat. Creating the new warming tray can be accomplished through the opportunity of an engineering contest on USU's campus.

Adaptive Art Wheelchairs

One of JTM's most famous adaptive art tools is the paint-brush wheelchair. This tool was made for a specific person in mind; however, the chair has benefitted several artists with disabilities. The wheelchair itself is ordinary, but with a large metal bar welded to its side and a large-bristled paint brush attached to the end, the wheelchair becomes a feat of art and science (see Appendix: Exhibit 10). This type of chair stands as a model to future chairs that JTM can build for other programs like JTM and for future JTM locations.

The weaknesses behind the chair is its battery life and lack of recognition. The Adaptive Art Wheelchair can do a lot when it has a full battery; however, the battery life on most of their chairs runs out too fast. JTM should work to increase the battery life of its art chairs so that the artists can use them for longer without having to pause and wait for the art chair to charge.

The art wheelchair is an awesome creation; however, not enough people know about it. When patrons come into the studio and see the chairs they are amazed and impressed by its design and ingenuity. The art wheelchair should be featured in a few social media posts, ad campaigns, and taken out to festivals in Logan where the innovative design can be admired and appreciated, drawing people to JTM offerings.

Competitive Advantage Assessment

Using the Barney Four Criteria model for evaluating sustainable competencies, it is clear that JTM has a strong set of core competencies in their products that give them a strong advantage over their competitors. The chart below shows how each JTM product/program measures on the Barney Four Criteria model (see *Figure 3*):

Figure 3: Barney Four Competitive Sustainability Model

Differentiator	Valuable	Rare	Costly to Imitate	Sustainable	Competitive Implications	Performance Implications
JTM Art Gallery	Y	N	N	Y	Parity	Below-avg. returns
Mobile Art Gallery	Y	Y	Y	Y	Sustained Adv.	Above -avg. returns
Special Programs	Y	N	N	Y	Parity	Average returns
Doodle Bells	Y	Y	N	Y	Sustained Adv.	Above -avg. returns
Adaptive Art Wheelchair	Y	Y	Y	Y	Sustained Adv.	Above -avg. returns

Scale	Good	Average	Bad
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Analyzing the chart, it is easy to see where JTM has winning products and sustainable differentiators in its industry and what products need to be improved. It is easy to see that Adaptive Art Wheelchairs, the Mobile Art Gallery, and Doodle Bells are core products that make JTM stand out. These products are unique to the industry, costly to reproduce, and bring good returns for the little investment it took to produce them.

JTM should consider how they can improve their art gallery and special programs. These products and programs are effective; however, they are parity with other competitors offers and at least puts JTM up to the benchmark of the industry. New twists on the art gallery could make it more effective than competitors. JTM could use RDFI technology with an app to allow users to listen to audio messages about the artist's story and the inspiration behind the piece. The app would work as follows: the user would open the JTM app when in the art gallery. Once in the app, they would walk near a painting and the RDFI technology in the painting would interact with the phone beginning to play the audio recording linked to the art piece. This technology would cost some money up front but in the long run could sell more paintings and pay back the costs of purchasing the technology in the first place.

To improve JTM's special programs, the organization could recruit famous local artists to be personal mentors to the students, allowing them to get more one-on-one help with famous area artists. This could provide a unique benefit of the class, having the artist work with a famous artist and say they learned from the best.

Conclusion

What Jump the Moon does not have in a well-established company, it makes up for in its unique product and program offerings and inspirational messaging. The organization has strong competencies in their Mobile Art Gallery, Doodle Bell products, and Adaptive Art Tools.

JTM should show-boat these differentiators to their target audiences on social media and on their JTM website.

Regarding JTM's unsustainable competencies or parity products and programs, the organization should put their focus into leveraging technology, like an app that interacts with gallery paintings to play back messages about the artist's work and how they received their inspiration to make the piece.

Overall recommendations for JTM is to start sending out exciting, on brand messaging that connects the viewer to the unique characteristics of JTM. Famous local artists should be recruited to mentor sponsored artists and add a differentiator to their special programs. More adaptive art tools should be custom created for those artists that JTM already has that need help with their diverse abilities. If JTM can focus on these recommendations, they should see an increase in their studio attendance, more artists signing up for their Resident Artist program, and have more donations come in the door.

Plan of Action

This section will discuss how Jump the Moon can apply the research and insights gained, with detailed recommendations, professional advice, and additional resources that they can reference on their actions taken going forward.

Build the Marketing Foundation

Now that a thorough analysis of all the factors and variables surrounding JTM have been analyzed, it is time to put all the insights gained into a comprehensive list of recommendations that can be taken after the new year (in early 2019) in order to push JTM's organization forward to ennobling disabled artists around Cache Valley.

Create a Mission Statement and Slogan

First and foremost, JTM needs to sit down amongst its board of directors and create a comprehensive and succinct mission statement that encapsulates everything the organization is and what it will accomplish. With this mission statement, JTM will be able to focus all of their board members, directors, employees, volunteers, artists, and mentors around the same goals so that everyone is more efficient in reaching the purpose of the organization.

Note: while making a mission statement, make sure to follow the advice given in Collis and Rukstad's Harvard Business Review article, "Can You Say What Your Strategy Is?"¹⁰⁴ This article outlines great strategies to make sure an organization's mission statement captures the strategy, goals, purpose, and vision of the company in a succinct 35 words or less.

After a mission statement is created, it would benefit JTM to create one-to-four slogans that convey the inspirational messaging that has been used thus far. The messaging and values of JTM have been and are a differentiator from other organizations like it. JTM needs to make sure they do not lose this special differentiator that has been valuable in attracting their current donors and volunteers. To lose the essence of their messaging now would risk losing the people they have inspired thus far by the message, as they may see it as a lack of consistency and tact.

Once the mission statement and a few slogans have been created, JTM can start to work on creating the appropriate content and strategies to help push forward its brand.

Create an Identity Guide

As with the messaging, it is important for JTM to stay consistent with their branding in order to keep their current success. Having no brand or changing a brand often, makes it hard for the consumer or clients to become familiar and comfortable with the brand. It could cause them to go somewhere else to find the consistency in branding that meets their needs. JTM should hire a graphic designer or recruit an unpaid intern looking for experience, that can help create a brand identity. The identity guide should consist of the following:

¹⁰⁴ David Collis and Michael G. Rukstad, *Can You Say What Your Strategy Is?* (Harvard Business Review, April 2008, Accessed December 13, 2018), <https://hbr.org/2008/04/can-you-say-what-your-strategy-is>.

- Brand style guide
- Logo guide: do's and don'ts
- Messaging and copy guide
- Type of formatting used i.e. MLA or APL
- Who can post and how to post
- Brand values and personality

This Identity guide can also include anything else that JTM decides is important for anyone in the company to know or follow when communicating anything about the JTM brand.

Start Launching Campaigns

Once JTM has established the organization's mission, branded themselves properly, and created guidelines to stay on brand, the next thing would be to start marketing their organization to their target audiences.

The SWOT analysis and the Porter's Five Forces analysis identified three major target audiences that need to be focused on first before any other target group of JTM is messaged to. They are Millennials, Cache County citizens who have a disability, and famous local artists.

Campaign Targeted at Millennials

According to the research, Millennials are a key target audience for JTM as they are shown to donate and volunteer more than any other generation. Social media campaigns should be boosted on Facebook, Instagram, and Twitter to reach the following criteria:

- Ages: 21-32¹⁰⁵
- Gender: male and female
- Interests: any
- Primary employment: Full-time students
- Geographic location: Cache Valley/Logan

Using these criteria, JTM should primarily reach students attending Utah State University. The majority of students at USU would fall under the category of millennials and would likely be willing to interact with JTM.

As far as tactics to use, Justin Wheeler, the CEO of a young nonprofit, has shared his insights into how to reach the millennial generation and get them to support your cause.

First, social media campaigns should include in the copy "to share your cause."¹⁰⁶ Millennials love to share causes that they can believe in and where they themselves can see the positive impact of the organization. JTM needs to share some of its most recent video clips and pictures of their programs that millennials can then share to their own social media pages.

¹⁰⁵ Achieve. *Cause, Influence and the Next Generation Workforce: The 2015 Millennial Impact Report*, (Sponsored by Case Foundation, 2015), PDF.

¹⁰⁶ Justin Wheeler, *How Millennials Are Changing Philanthropy*.

Included in the social media posts, sign up links to help volunteer at JTM should be included. Millennials are willing to volunteer more than any other generation.¹⁰⁷ Including sign-up sheets for weekday and weekend volunteer hours should prove profitable for JTM as students from USU can donate an hour or two of their time. I would word the social media posts with these links as follows:

- **Version One:** "Come volunteer at Jump the Moon to help bring adaptive art tools to the world! Sign up and tell or bring a friend."
- **Version Two:** "Escape your homework for two hours and help Jump the Moon 'ennoble' disabled individuals in Cache Valley to create and sell their own art. Sign up at this link to help volunteer during the week or on the weekend! JTM can use your support!"
- **Version Three:** "Become a hero to someone in need: sign up to volunteer at Jump the Moon and make possible for everyone what only a dairy cow could do with the help of adaptive tools." (show picture of the JTM cow strapped with a rocket going over the moon)."

Each post should be tailored to the social media platform that is used, meaning adding or deleting words (i.e. Twitter only allows 140 words - less if you include a picture).

Another tip from Justin Wheeler is to tell stories that capture millennial's attention on social media where the space is crowded with other messaging.¹⁰⁸ JTM has an incredible inspiring story that captivates audiences. The first story should be about one of Michael Bingham's art students adventures into art that can be found in his TEDxUSU talk.¹⁰⁹

An additional tip about any message used towards millennials should be "tweetable and repeatable."¹¹⁰ Short, concise, messaging that requests action is what will inspire millennials to either donate or help volunteer at JTM.

Justin Wheeler also recommends conveying the urgency of the messaging by helping the reader look inward and understand "why does this matter to me."¹¹¹ Tell the millennial audience how their help right now will impact the organization. Weekly updates on social media thanking millennial/student groups that visited JTM and showing how it helped the organization, will show the value that millennials can receive by helping out. Social media posts including volunteers helping out in any way should be posted, at least one a week.

This campaign should run for the duration of 3-4 weeks, depending on the level of engagement the campaign receives and the number of sign-ups to the programs. All posts should be linked to Google Analytics so that the success of the campaign can be mapped through data.

Campaign Targeted at Disabled Persons

¹⁰⁷ Suzanne Robertson, *The Millennial Generation and Philanthropy: The Time for Engagement is Now*.

¹⁰⁸ Justin Wheeler, *How Millennials Are Changing Philanthropy*.

¹⁰⁹ Michael Bingham, *How art unlocks students' diverse abilities*, (TEDxUSU, December 18, 2015, <https://www.youtube.com/watch?v=EkSeG8wBacA>).

¹¹⁰ Justin Wheeler, *How Millennials Are Changing Philanthropy*.

¹¹¹ Justin Wheeler, *How Millennials Are Changing Philanthropy*.

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Social media is still the cheapest and best option for reaching this target audience. JTM can send specific posts with messaging that would encourage artists with disabilities to get involved; however, a better approach would be to target family members of the disabled that are more likely to see the messaging and act on it. Not all disabled individuals have social media and some have such severe disabilities that they cannot operate it at all. Target the parents of disabled individuals on social media using the following criteria:

- Ages: 30 +
- Gender: male and female
- Interests: any
- Primary employment: any
- Geographic location: Cache Valley/Logan

Changes can be made to the criteria as long as there is a strategic and supported reason.

Messaging to the parents and family members of the disabled should be done with caution as to not say anything in the copy that could offend or hurt the audience. The messaging needs to convey that JTM is reaching out to ennoble their loved ones and giving them a better life. Examples of messages that can be used are as follows:

- **Version One:** "Jump the Moon is excited to announce its new *Resident Artist program* for the disabled. This program helps ennoble your loved ones by teaching them skills to create and sell their own works to bring self-accomplishment and their own income into their lives. Bring in your loved one to JTM and learn more about our ennobling programs. (include link and a picture of someone already participating in the program with an artist mentor)."
- **Version Two:** "Operation A.B.B.I.E is a GO!!!! Jump the Moon has launched its school outreach program to help special needs groups in Cache County develop the skills in art that will help improve dexterity and confidence of disabled students."

To learn what A.B.B.I.E. means? Visit our website: jumpthemoon.org. To learn more about the program, just email: Michael@jumpthemoon.org (include a picture of the program).

These messages do well to show how JTM cares about helping the parents and family members' loved ones to become ennobled by creating their own artwork. All messaging should be double checked to make sure that it is conveying the right attitudes and is being sensitive towards the topic of disability. Some individuals and family members can be more sensitive or ashamed about the topic of disability than others, which needs to be considered with every post that is written. Content should be approved through the director, Michael Bingham, before anything is posted to JTM's social media or the website.

This campaign should run for the duration of 2-4 weeks, depending on the level of engagement the campaign receives and the number of sign-ups to the programs. All posts

should be linked to Google Analytics so that the success of the campaign can be mapped through data.

Note: contact info and website links should be approved for sharing before posting any social media content/posts.

Campaign Targeted at Famous Local Artists

Once JTM is ready to start hiring artists to be mentors for the Resident Artist program, social media campaigns boosted on Facebook, Twitter, and Instagram should go out immediately with very precise messaging. The local artists of Cache Valley are crucial to developing a strong differentiator to JTM's artist programs. Messaging needs to convince local artists that giving their time and talents to the JTM community will give them a sense of self-satisfaction and joy for helping shape the lives of disabled individuals. Example of messages that can be used are as follows:

- **Version One:** "Looking to create your next work of art? Come mold and shape the next generation of artists with "diverse abilities", through our mentor program. Leave the legacy of the best masterpieces: changed individuals! For more info, visit: jumpthemoon.org (include a picture of a mentor and the mentee creating art and laughing together)."
- **Version Two:** "Masterful artists wanted! Become an ennobler at Jump the Moon by mentoring the next generation of artists! For more info, visit: jumpthemoon.org."

These and other messages should be launched with two postings a week for 3-4 weeks or as soon as there are enough applications to interview and hire the appropriate number of mentors. This campaign should be run in congruence with the Resident Artist recruitment campaign in order to fill the program with both required groups: disabled artists and local mentor artists.

Final Steps

While JTM is working on sending out the above outlined campaigns, they should be working on launching an online art gallery with e-commerce capabilities, deploy their Mobile Art Wall, and establish a 'USU Engineering Challenge: Adaptive Art Tools.'

Online Art Gallery

Before the new year, Jump the Moon needs to get an online art gallery up and running in order to start selling art. A computer coder/programmer with knowledge in WordPress (which the site is coded in) and WooCommerce would help build the gallery into the current website.

Depending on the experience and required skills of the coder in WordPress, the website should not take longer than 20 hours maximum to set up with full functionality. The website coder will need to upload WooCommerce to the website as a plugin, making sure that the WordPress website has been updated to the most recent version. The website coder needs to make sure that JTM has a working PayPal or Stripe payment account in order to receive and

send payments. Setting up a payment account is simple and only requires JTM's bank account info (routing number and account number) along with a valid JTM address to the employee over the finances for the organization.

Once the art gallery is set up, someone will need to consistently be updating WordPress and WooCommerce plugin to make sure that the security of the website is not compromised, and customer payment information is not stolen. This will require a part-time employee to be trained in the basics of WordPress and WooCommerce. The training of this employee with the Web coder present should not take more than 3 hours to make sure the employee is fully proficient in updating product information on the website.

Once the online art gallery is up and running, JTM should start to market the gallery through their social media suite and radio ads, to alert the community of their new offering.

Mobile Art Gallery

There are very few art festivals during the winter season that JTM could deploy their mobile art gallery to, but they can start contacting festivals and reserving space for the 2019 festival season. Sundance Film festival is the only major winter festival that JTM could attend with their mobile art gallery; however, the weather in Park City, where the event is held, would not be conducive to an open-air art gallery with fragile paintings. JTM should skip the Sundance Film festival unless they can reserve an indoor location that can accommodate their large Mobile Art Gallery.

The director, or art gallery coordinator, of JTM should start reserving spaces at Utah festivals for the Mobile Art Gallery to attend. There are several festivals that have been listed in the previous two sections that JTM could easily reserve space for their Mobile Art Gallery. This action could be taken before the new year of 2019.

USU Engineering Challenge: Adaptive Art Tools

JTM needs to connect the USU College of Engineering to create an engineering contest for their students. This contest would revolve around designing adaptive art tools for the decided disability for that year's contest. The contest would be called "USU Engineering Challenge: Adaptive Art Tools." The contest would accept teams of two or more. The duration of the contest would last an entire semester giving students the time they need to design and prototype their art tool. A panel of judges will need to be selected to review and decide on a winning team, along with second place, and third place prizes. Prizes will be awarded to whatever criteria JTM decides for the contest.

If JTM can launch this contest and successfully recruit at least five teams to enter, the contest should perpetuate itself to the next year with acclaim and excitement. Marketing this campaign in the physical College of Engineering buildings will be important to get the acclaim and team entries that JTM will need to have a successful and worthwhile contest. Marketing strategies should be decided before hand with careful consideration of the millennial audience that they are targeting.

Conclusion

JTM has seen lots of success in their first year of launching (2018) and has the potential to double that success in 2019. The research completed in this report was thorough, making sure that the best recommendations could be given to JTM that would push the organization forward. If any of the recommendations are to be taken, it is that JTM needs to create a strong brand identity, mission statement, slogans, and strategies for communicating their brand before they continue to do any more outreach. If they can get a consistent brand and communicate the message in an exciting but relevant way, JTM should have no problem overcoming the threats of easy entry into their market and the intense competition to recruit new donors support.

Jump the Moon Implementation Report

Since the completion of this project, JTM has already begun the process of developing a working mission statement and slogan that will unify the vision and efforts of its team. They plan to complete the mission statement and slogan by the beginning of the new year 2019. The board of directors will approve the mission statement and slogan, making sure it meets the overall strategy of what the organization hopes to accomplish.

The organizations have also started working on creating an online art gallery that should be up and running before the new year 2019. The website will be fully integrated into the already existing jumptomoon.org website with a seamless PayPal plugin that offers secure customer checkout.

JTM has reported that they plan to implement the marketing campaign ideas once they have finalized their brand identity. Currently, JTM is looking for a graphic designer to bring on the team in order to develop a complete brand identity and style guide. JTM has reported that they have narrowed down their search to one potential candidate and are now working out the details in hiring the individual for the job. JTM hopes to have the brand identity and style guide finalized by late February at which time the social media marketing campaigns can begin. JTM will continue to post the different activities and events going on in their studio. However, these posts will not mention any of the recruit campaign messaging until brand identity is established.

Overall, JTM was appreciative of the 2018 JTM Marketing Audit and hopes to apply "all the recommendations that it received." - Michael Bingham.

Appendix

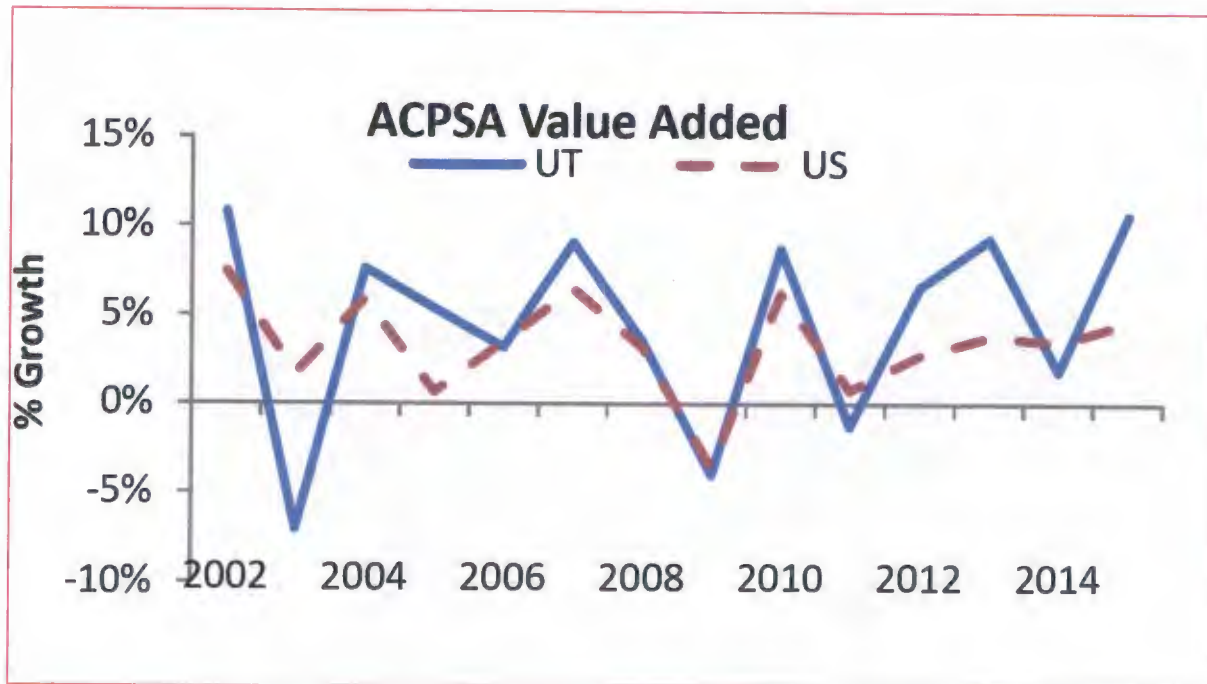
Exhibit 1: JTM Art Gallery



Exhibit 2: Adaptive Art Tools

Exhibit 3: Cache Employment Website Homepage

Exhibit 4: ACPSA Spending in Utah



	Value Added (000s)	Employment	Compensation(000s)
Utah (UT) Industries*	\$149,073,285	1,510,465	\$81,310,541
Arts and Cultural Industries (UT)	\$6,219,153	58,879	\$3,183,712
Top 5 ACPSA Industries by Value Added			
Publishing	\$1,023,631	5,106	\$595,502
Broadcasting	\$844,772	3,033	\$181,272
Government	\$841,731	12,907	\$713,085
Retail Industries	\$747,822	12,734	\$477,564
Other Information Services	\$530,525	717	\$105,819
Core Arts and Cultural Industries (UT)	\$1,055,749	11,933	\$544,761
Top 5 Core Arts and Cultural Industries			
Advertising	\$246,503	1,486	\$90,057
Architectural Services	\$132,406	1,100	\$100,248
Performing Arts Companies	\$111,115	1,180	\$51,000
Graphic Design Services	\$95,280	852	\$49,103
Independent Artists, Writers, and Performers	\$82,299	347	\$17,527

*Total value added, employment, and compensation statistics are based on the Bureau of Economic Analysis' (BEA) national income and product accounts (NIPAs) definition of U.S. residence.

Exhibit 5: ACPSA Spending percentage in the US

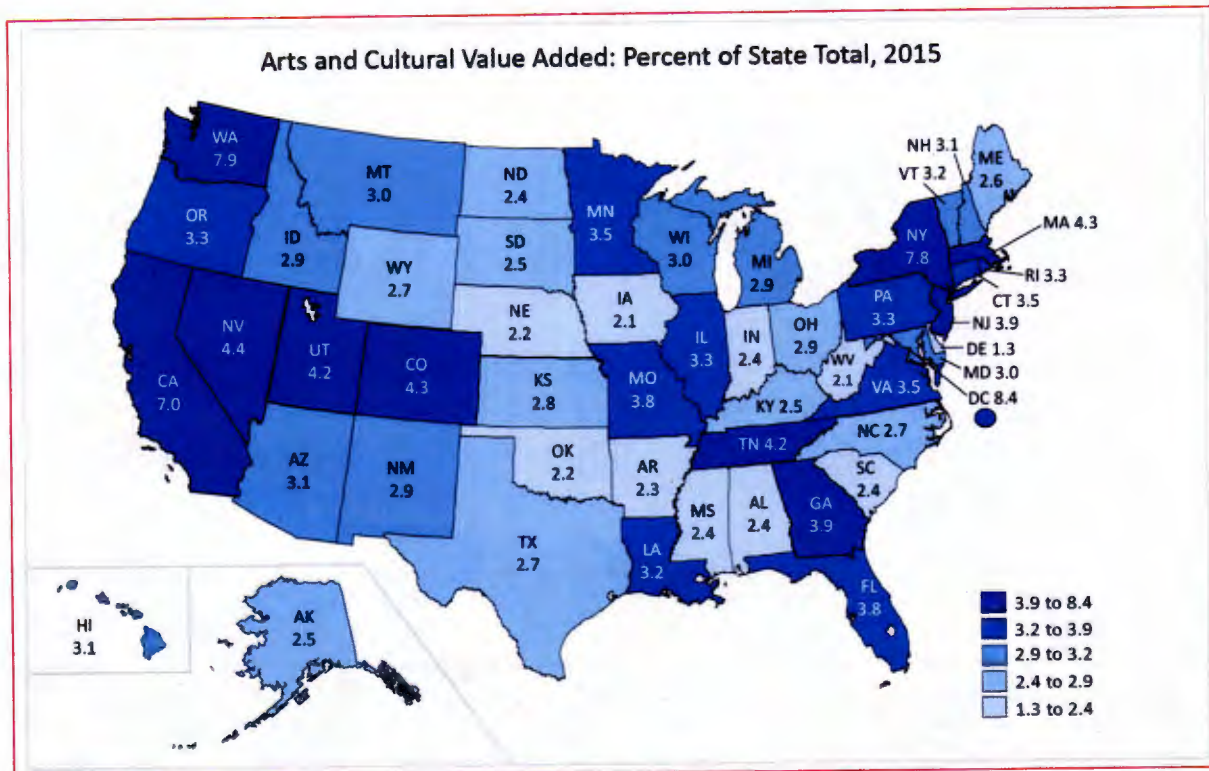


Exhibit 6: SWOT Analysis

- + Strong donors and supporters
- + Strong financial base to cover fixed costs and some variable costs.
- + Unique adaptive art tools with competencies in creating mechanical art tools.
- + Relationship with Microsoft Corporation.
- + Great location on Logan Main street close to users, donors, and where the public can easily find it.

Strengths

- + No recorded mission statement to insure all supporters are on the same page regarding JTM's next steps.
- + No branding guide for consistency.
- + No art gallery recognition
- + Not enough paid employees to cover all of JTM's program needs.
- + Not enough board members to help steer the organization forward.

Weaknesses

Opportunities

- + Access to a large base of USU student volunteers
- + Opportunity to partner with the USU service center to get direct help with projects.
- + Strong corporate service relationships with Conserve and Vivint.
- + Access to engineering students who can help design new adaptive art tools.
- + Access to Snowbirds in the summer who can sponsor artists and purchase from the art gallery.

Threats

- + Heavy competition among nonprofits for donors, grants, corporate relationships, and sponsorships.
- + Other nonprofits have been around for longer and have developed a strong brand recognizable by the Cache Valley community.
- + Ease of entrance into the growing industry.

Exhibit 7:

+ Low threat level from

Analysis

+ High threat of entrants due

Threat of

Entrants

**Supplier
Power**

**Competitive
Rivalry**

**Buyer
Power**

+ Low threat of substitute

+ High buyer power with

Threat of

Substitute

+ JTM has a low threat from competition stealing JTM's new client recruits to its programs. There is such

Exhibit 8: Mobile Art Gallery

Exhibit 9: Doodle Bells



Exhibit 10: Adaptive Art Wheelchairs

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Professional Author Bio

Luke Lazenby Flynn started college at Utah State University the Spring semester of 2015. He was directly admitted into to the Jon M. Huntsman School of Business to start his three degrees in marketing, economics, and international business.

During Luke's schooling, he put academic success at the top of his list. Luke secured a 4.0 GPA for his Freshman and Sophomore years giving his all to mastering the hard concepts in each of his majors. Entering his Junior year, Luke was admitted into the Huntsman Scholar Program where he conducted original research at Oxford University in England and helped a small Utah firm launch their camping business into Western Germany.

Throughout Luke's undergraduate degrees, he made sure to stay involved off campus in professional and vocational roles. Luke helped start the marketing department at USU Student Media where he soon, after two years, became the Executive marketing director over all operations. At other organizations, Luke developed an ambassador program to connect international students to domestic USU students and lead three successful research projects to successful commercial market launches.

Luke also managed to be involved in two different clubs, Entrepreneurship Club and Finance and Economics, while starting his own, the Scandinavian Club. Luke started the Scandinavian Club to allow native and non-native speakers of Scandinavian languages to maintain their language while sharing in each country's culture. In the Entrepreneurship Club, Luke helped a small nonprofit organization called Jump the Moon Foundation (JTM) get its first real win in the \$100 Startup Challenge, in which they took 2nd place! After the competition, Luke was offered to be the Chief Marketing Officer of the nonprofit as well as inducted on the board of directors in order to help shape JTM's future.

At the end of Luke's four-year college career, he graduated with three full degrees in marketing, economics, and international business with a cumulative GPA of 3.85 with three years of relevant marketing experience.

Luke plans to work for five years in marketing data analytics for Qualtrics after which he plans to obtain a double Master's degree at Oxford University in Master of Business Administration and Masters in International Public Policy.

Reflective Writing of Capstone Project

(Section word count: 1,437)

Completing my Honors Capstone Project for *the Jump the Moon Foundation (JTM)* was one of the highlights of my undergraduate experience. The project allowed me to apply all of the theories and skills that I learned across my three disciplines: marketing, economics, and international business. During the project I encountered several obstacles that required lots of research, diligence, and the implementation of those problem-solving skills. I'm grateful for the insights that I gained from the obstacles, and for what they taught me about myself. Overall, I would encourage every Honors student to complete a Capstone project. What can be gained from the experience is beneficial to their discipline and/or the local community.

The premonition for completing a marketing audit for JTM as my honors project came after six months of volunteering on their board of directors, as their chief marketing officer. Every board meeting revealed a greater need for a strategic analysis of JTM's market, to see if the organization really had the right competencies to succeed in their mission to help the disabled community. It wasn't until early December when I selected the JTM marketing audit as my capstone project. Complications with my previous project arose, requiring me to take on another project. Since I was already completing an audit for JTM, it made sense to use that as my project.

I began the marketing audit in September of 2018 by first learning everything I could about JTM's past, present, and future. Michael Bingham was a great resource for all of this information. I was able to get the info I needed by October. With a strong foundation of knowledge about JTM, I proceeded to conduct the analysis using SWOT and Porter's Five Forces. These analyses took me from October until November, with only 10 hours to give each week on the research.

I faced several challenges along the way. When I was looking into JTM's designed industry, the Elderly and Disability Services, it was difficult to find statistics for the disability side of the industry, which is JTM's focus. Most of the information seemed to be on the elderly side. I had to filter and interpret lots of tables and graphs - following citation links down the rabbit hole - until I found relevant info about disability services and not just elderly statistics. I learned from this challenge how to use a research article's bibliography to the reader's advantage, and how to determine what article citations are useful and which ones are not.

Another issue I faced in the research process was gathering information on JTM's direct competitors. I visited several of the competitors' websites, but found very little relevant information from their outdated pages. I decided the best way to get the most accurate and complete information was to call each competitor directly. I found a contact for each major competitor and reached out to them with strategic questions to better understand their specific organization's operations. This tactic was useful giving me the

information I needed to conduct a thorough competitive landscape analysis, and give accurate recommendations.

The project opened my eyes to the usefulness of the SWOT analysis. I have completed several SWOT analyses before, for different business classes; however, they were always for Harvard Business cases that I had no real connection to, nor could I understand their relevance to the current day. Completing a SWOT analysis for JTM, then watching them apply my recommendations and seeing real results showed me how useful a SWOT analysis can be. My SWOT revealed a few opportunities that JTM did take. They started working with Microsoft to develop a new art tool using their eye-controller technology. The results thus far have been promising to JTM and its future.

The last portion of the capstone project that was the most difficult for me was editing my own work. I have never been good at reading over my work and finding grammatical and mechanical mistakes. When I have tried to edit in the past, I make more grammatical errors for myself than those I would solve. However, I re-read my work and made my own changes before sending my paper onto my mentors and close family members. I was pleasantly surprised while editing my paper to find that my written communication skills have increased dramatically since I first started college. My writing required few corrections and I could see the progress I had made in sentence structure and grammar. The capstone thesis itself was also a tool in helping me improve my writing skills.

The marketing audit gave me valuable experience for my future career as a marketing data analyst. I studied at Utah State University in the Jon M. Huntsman School of Business, to become a marketing data analyst for a fortune 100 company. To be able to work in this type of position, companies require relevant experience in market analysis and data research. Completing this particular marketing audit for JTM, and my Honors Capstone project, is just the type of work experience I need in order to get a job. I plan to share this marketing audit with recruiters at the firms I hope to work for. Completing this project also gave me greater confidence in my analysis and marketing skills. I believe that I can deliver accurate and robust analyses for any organization. This is proof that the capstone project has achieved one of its purposes.

During the project, I developed a great working relationship with several professors. I sought help on my project from Dr. Matthew Meng, a marketing research professor; and Dr. Shannon Peterson, an expert in analyses and research. Both professors gave me direction when I hit a dead-end in my project, and showed me how to get around it. Dr. Meng helped me perform the necessary literature review to come up with my first project idea: skeuomorphism and watch faces (was not my final project). Dr. Peterson continually made sure I was passionate about the project and that I was checking my assumptions at all times. Her direction helped me catch flaws in my analyses allowing me to correct and learn from the mistakes. Working with both professors helped me practice my professional communication skills and learn how to conduct myself appropriately in the academia.

The marketing audit I completed for JTM required the study of disability and art education, giving me experience outside my disciplines. I am strictly a businessman who knew very little about the disability field, or the art and design field. To better understand the Disability Services industry, I had to understand disabilities better along with its surrounding community. I gained insights into how to talk about disabilities in order to not offend anyone. My mind was opened to the many different art styles and how hard it really is to make art. I gained a greater appreciation for artists and designers by trying first hand to make my own piece of art. I also appreciated learning about a topic outside of business. It was refreshing to talk about physical disorders rather than pro forma statements for a small company. I enjoy business topics, but I think it is important to be well-rounded and more understanding of the world around us by researching topics outside our discipline.

To give some advice for future Honors students, I would recommend that they do two things. First, they should start talking with professors, researching fields of interest, and not hesitate to conduct research as a freshman so that they have no trouble completing their capstone project when they arrive at their senior year. I did not get involved in research until my last year of college which put pressure on me to learn the necessary skills to complete my project in a short amount of time. I also regret not having more time to conduct research with skilled professors. I have several ideas that I would love to research, but now lack the mentorship and resources that I had in my undergrad to pursue the ideas. To reiterate, Honors students should pursue research opportunities in their Freshman year.

In conclusion, completing the marketing audit for JTM was a fantastic professional experience and a great capstone project to finish my undergraduate degrees. I learned to conduct accurate and robust analyses along with expanding my marketing skills. The relationships with professors that I made were key to my success and I plan to keep in touch with them as I go forward in my career. Overall, the Honors program with the capstone project has been a great experience that has truly prepared me for my career and the next steps in life.