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Good afternoon and thank you for such a warm welcome.

I must say, I have a tough assignment today. I've sat many times where you are sitting. In fact, I was here in this very room just last month for another PR News event...and I always secretly groan when the speaker gets up and I think...now no offense meant to my friends at PR News...come on...let me eat my chicken and tell me if I've won already!

We all believe we are so incredibly busy and important...

But, for this audience, there was never a more true statement. I am so very proud of the work I see represented here today from some of the best and the brightest. Work that is literally changing the world – from environmental sustainability to eradicating poverty to saving lives with empowering health information.

We all see, every day, the overwhelming needs that exist in our world.

And, for a while, the world saw it to. In 2007, there were 1.1 million registered charities in the U.S. alone. And that number had grown six

percent over the previous year – the fastest rate of growth in the past decade. 2007 was the first year that charitable giving surpassed \$300 billion.

But with today's economic situation, the charitable giving bubble has burst.

You see the same headlines I do.

- From the *Seattle Times* – “The Bill & Melinda Gates Foundation Pruning Grant Growth”...scaling back on its huge grant making next year due to the economic situation.
- From the *New York Times*, which is writing weekly on the charity situation – “In Downturn, Charities Face Needs of Their Own” and “Charities Fear Cuts Will Wound the Needy”
- From the *Washington Post* – “Less in Hand to Offer” with the lead sentence: “Charities are hurtin’.” The article highlights Fannie Mae and Freddie Mac as the Washington region's biggest corporate benefactors who gave a combined \$47 million to charity last year. Given the federal takeover, that giving could dramatically decrease or halt altogether.
- From the *Nonprofit Times* – “Layoffs Hitting Nonprofits Despite Need Increasing”
- But there are bright spots, an editorial from the *Washington Post* – “Keep on Giving: Times are Even Tighter for Others”

Now, I am not an economist. Or a futurist. I'm just like many of you...I worry about the uncertainties, I groan at the headlines, I work constantly

now on revising my plans for next year and my budget projections. So, in reality, I'm not specially qualified for this speech. But, I said yes because I think it's a dialogue worth having today, and I am hoping it will open doors to inspire thinking among us about how to handle the incredibly tough situation we are in.

I realize we all compete for the same share of mind, wallet and heart. But we also are motivated by higher purposes, so I thought I would be honest and share our marketing strategies going forward in this tough time.

### Inspire the "Do More"

In essence, we are all storytellers. And man, do we have stories to tell. My organization started with a story – the story of two sisters...Nancy G.

Brinker promised her sister, Susan G. Komen, who was dying from breast cancer her in 30s, at a time – the late 1970s – when you didn't talk about it and little was done to treat the disease, that she would do everything in her power to end the pain and suffering of breast cancer.

You see, Suzy really suffered. She was diagnosed by her family doctor because that is who you saw back then. She didn't get a second opinion. The family didn't talk about it openly. It was the time many of us can remember when you didn't read about a death from cancer in the obituaries. People died after a "long illness." Only when the disease was far advanced and breaking through Suzy's skin did they seek the help she desperately needed. Nancy recalls sitting with her at MD Anderson where people sat on the floor in long lines waiting to get care – and that was everyone – there were so few treatments and so few places to get them. Suzy, who while ravaged with the

disease, would go down to the children's cancer ward to give them hope and smiles while she herself was dying, made Nancy promise that she would do whatever it took to empower people and end this disease once and for all.

And that story – that promise – continues, now 26 years later, with variations of the same, as we travel the globe. The woman in South America who bravely told her story of breast cancer survival to a *Marie Claire* reporter a few years ago in an effort to open eyes...the story of how she was not allowed to eat with her family as they thought she was contagious and they all believed she must have done something to anger God to be punished like that. She promised herself she would speak out so that other women in her same situation did not have to suffer like she did.

Or the man in the Middle East who rejected social stigmas and reversed the trend of men leaving their wives because of breast cancer by shaving his head in solidarity with his wife who was undergoing treatment. He promised her that not every man fit the stereotype and showed her she didn't have to stand alone.

Or our board member, Aimee, a young breast cancer survivor herself – diagnosed at 32 – who talks about sitting with another young woman battling the disease at a conference we sponsored, and helping her write cards to her daughters for future birthdays she would not be there to celebrate. Aimee, overwhelmed with gratitude by her co-survivors – the family and friends who supported her, promised she would help other women like her in any way she can. And certainly nothing concentrates the mind on the future like facing your own mortality.

We must tell the stories that illustrate what I showed in the slides...the tremendous, sometimes crushing if you stop to think about it, needs that exist in our world today. The child needlessly dying in Rwanda from a disease we know how to stop. The family ravaged by starvation when we have food in abundance in other places. The woman whose breast cancer is now growing through her skin when we have an abundance of screening and treatment options in the world today. The needs don't stop. The harsh reality is they are going to get worse. We must tell these stories and then give people simple calls to action to help us start to fix it.

So, our focus now, more than ever, will be to tell the stories that resonate with people emotionally and inspire the "Do More." It's a line that a Breast Cancer 3-Day participant says in an upcoming campaign about her decision to walk three days and 60 miles in honor of her mother who fought breast cancer bravely while struggling to raise her... "This is for my mother. THIS is my 'do more.'"

In times of chaos, people want to do something that they can control. And we are seeing that with the Breast Cancer 3-Day, the hardest physical and fund-raising challenge we offer. The series of 15 events is having the best year ever because people are responding with the "I can do more" attitude. They are walking 60 miles because you can do that anywhere and raising money – a minimum of \$2,200 in \$5, \$10 and \$20 dollar increments because they are inspired – by their own stories and the stories of others.

So, we are focusing on events, activities, online efforts...things that make it EASY for people to “do more.” And for an organization our size, as I am sure some of you experience as well, it’s more of a challenge than you would think sometimes to keep it simple. But it’s back to basics of good storytelling that connects emotionally and pushes people to go beyond themselves in their actions.

### Empty without IMPACT

But, what we also are learning is that inspiration can be seen simply as empty marketing if it doesn’t articulate the impact of your efforts.

Recent research showed us that our constituents don’t care how big or small Susan G. Komen for the Cure is...they want to know what impact we are having on the world. Of course, it doesn’t sound revolutionary when you say it, but I think for many marketers, insight like that is a wake up call. So, in these tough times, we are making a messaging shift.

From a PR perspective, we love to use the message that Susan G. Komen for the Cure, which started with just two sisters, today is the world’s largest private funder of breast cancer research and community outreach programs. It shows leadership. It shows scale. It shows reach. But for the general woman sitting at home in Oklahoma, she doesn’t really care. Yes, that implication of leadership makes my brand known to her, but what she really wants to know, especially in an economic climate like this, is what impact we are having with the hard-earned dollar she just gave us.

Articulating impact sounds simple, but I think we all know what a challenge it can be for non-profits. When I was in the for-profit sector, it was much easier to measure immediate impact – quarterly sales results, earnings, store traffic. Even in PR, where it seems like impact measurement has been the topic de jour for the past decade, we have determined immediate measures, although we could have a whole other speech on which method is best...media impressions, share of voice, prominence, tone.

And, in the non-profit sector, we create and use many similar metrics...Web site traffic, number of calls for help received and responded to effectively, revenue from cause-related marketing. But what I am talking about today is the impact that is sometimes harder...and takes much longer...to quantify and then leverage to inspire people. It's impact like:

- The outcome of a 10-year urban renewal plan
- The tangible results of “green” actions
- The marked changes in disease incidence rates, which are often measured in decades
- The increase in screening rates after long-term education or public policy efforts
- The impact of research, which after 15 years, finally brought a drug to market that is saving lives
- The declining rate of domestic violence after intervention programs
- The decrease in disease death rates

But it's that type of impact that often shows people the power they have to create REAL change. It's the power of one principle we use often at Komen...one person, when combined with the dynamic force of many, can create lasting change that would never be achieved alone.

I do believe some of us are better at articulating impact than others. Especially those who are highly donor-centric. But for others, illustrating meaningful impact can be a challenge...we're too busy focusing on the latest marketing campaign or fund-raising luncheon, or frankly, on the first section I mentioned – of telling the stories, that we forget to come full circle and show the effectiveness of our operations beyond the PR it generated or the buzz it created.

In times like this, we can't let people think their investment – money and time – went into some black abyss. And we can't expect them to give in any way when they are strapped for money if we aren't clear about the outcomes of those actions.

So that's what we must do now more than ever...paint them a picture of the need which inspires action and then articulate the impact of those actions.

### All about the I

But those steps don't work if it's not personal. So we are focused on making every interaction we have with our constituents direct and meaningful. You can think of it as taking a page from the playbook of the recent campaigns, or from the Bible or from any other movement that showed us that the highest form of engagement comes when people feel a personal connection.



Now, let's be honest here, the basic motivator for all individual actions that we know as marketers and human beings is the "what's in it for me" principle. Even when giving and supporting charity, people still want to know what's in it for me, although it manifests in various forms:

- The feeling a person gets from giving to charity
- The satisfaction of helping someone else in need
- The relief of getting help in return for volunteer efforts
- The social distinction of charity involvement
- The needed tax break

So we are being realistic about those motivators and focusing our efforts on creating and maintaining that personal impact.

We'll continue to sharpen our online elements as they are inexpensive and highly effective. It's our Facebook, My Space, Twitter, etc. networks that are growing by leaps and bounds daily. It's an easy way for us to showcase the need, inspire people to join us with simple calls to action, and then give them a public mechanism for recognition of their efforts.

We'll continue to bolster our signature events like the Susan G. Komen Race for the Cure® Series and the Breast Cancer 3-Day that allow direct consumer engagement. Nothing will ever replace the power of face-to-face, peer-to-peer interaction. Those events, even if participation dips for a time,

as they are largely volunteer run, are a perfect forum to continue to motivate and reward people on a personal level.

And, we'll focus less on expensive marketing tactics and hone in on the tried and true PR. We do realize that newsrooms are shrinking...the health reporter is often now, say, the health and automotive reporter...so we've got to better focus our outreach efforts. We're also really working to leverage media partnerships. With fewer dollars to spend, we need trusted media to carry our messages directly to consumers, and the media need our powerful networks of supporters to keep circulation and reach strong.

### Close

As I said, I know much of this is not rocket science. Many of you are doing the same things. And you are adjusting your marketing and PR strategies as you also make budget cuts...as you scale back on travel and meetings and consultant support...as you shift priorities and layers of services and programs...as you scale back on grant funding, and as sadly, you deal, as many of us have, with job eliminations across your organizations as the funding shrinks.

There are so many other topics I would have liked to have addressed today to an audience like this. But this is our reality. As the *USA Today* headline read this week, "It's a Tough Time to be a Charity."

But at the same time, I can't think of any other industry where I would like to be.

I love what Reynold Levy, the president of Lincoln Center, who has a new book out just in time for this crisis, “Yours for the Asking: An Indispensable Guide to Fund-Raising and Management” with chapters like “Fund-raising in Stormy Weather,” said recently in the *New York Times*, “Good fund-raisers are people who believe in their cause – they don’t believe much has changed because the economy has changed. The child in Rwanda is as susceptible to malaria and death as they were last year.”

So true.

Like many of you, I left a higher paying potential for-profit job to take on my current role. I did so because I believe we are called in life to be stewards, to be agents of change, to make a difference.

You see this sense of stewardship often in the Jewish heritage: tzedakah – the importance of charity and righteous giving...and tikkum olam – that each of us could repair the world around us. In the words of Rabbi Hillel, “If I am only for myself, what am I? And if not now, when?”

Every 29 seconds, every day, another woman around the world is diagnosed with breast cancer. And while there is great hope – there are 2.5 million breast cancer survivors living today in the U.S. alone, some here in this room – there is great sadness. Every 75 seconds, a woman dies in this world of breast cancer. And I see it every day – people worrying about planning their own funerals instead of worrying about family dinner.

You have your own statistics. Your own reasons why you are driven to do the work you do. The times are tough, but I have no doubt that with the talent and passion in this room, we'll find creative ways to survive and thrive once again. We have to. Too much is at stake.

Thank you.