A fully customized long-term marketing communications strategy.
About Marshall Communications

Marshall Communications (Marshall) is Maine’s leading boutique marketing and public relations agency. We provide results-oriented integrated marketing communications planning and implementation for clients in the tourism, economic development, education, health care and service industries. We thrive on surpassing our clients’ expectations and helping them identify and achieve their goals. We seek to provide a healthy balance between the use of technology and personal relationships to communicate with our clients, the media and our industry partners.

Marshall provides award-winning marketing and public relations services for local, national and international businesses and organizations so they can maximize their potential, achieve their vision for growth and measure results.

The Marshall Team

Strategic Partners

marshallpr.com
What The Marshall Plan® Can Do for You

The Marshall Plan process gives you access to a team of seasoned communications experts, researchers and facilitators who will empower you to deliver marketing success and direct the future of your organization. Working collaboratively with your company’s leadership, our marketing professionals will design and develop a comprehensive, researched-based, ready-to-implement, and results-generating marketing playbook around your unique business goals, budget and available human resources. Some clients opt to implement the entire marketing strategy in-house while many have chosen to work with Marshall to carry out all or part of the plan.

Founded in thorough market research, The Marshall Plan is a critical first step in establishing a winning marketing program because it strategically integrates your brand with all the tools in your marketing arsenal, ensuring all initiatives are consistently working together to achieve the same goal and communicate the same key messages. It also establishes realistic measurement benchmarks so you’ll know your efforts are paying off in the short term and the long term.

Because every Marshall Plan is completely customized, the process is ideal for organizations with established brands and marketing strategies looking to take their growth to the next level, as well as new businesses building a brand from the ground up.

The Marshall Plan is a proven tool for boosting marketing effectiveness, directing you to allocate your marketing dollars where the return on investment will be the greatest.

“We have found our partnership with Marshall Communications to be incredibly valuable to the City of Saco. Working with Marshall’s talented staff and our stakeholders group, we have been able to better organize and prioritize our marketing efforts. Thinking strategically about marketing is essential to our success and will enable us to better monitor our performance. We are so grateful for the guidance we received from the talented staff at Marshall Communications and feel better equipped to move on to the implementation stage!”

Emily Roy, Marketing and Communications Specialist
City of Saco
Who Can Benefit

Any business, government entity, nonprofit or association can leverage The Marshall Plan® as a tool for growth and increased profitability. The Marshall Plan process leaves no stone unturned. Our extremely thorough and focused approach is designed to identify and address industry nuances, unique strengths, untapped opportunities, potential risks, and other factors that will impact the direction of your marketing strategy. Marshall has developed The Marshall Plan for:

- Tourism destinations
- Hospitality and service-related businesses
- Hotel chains
- Economic development agencies
- Nonprofits
- Academia including colleges, universities, private and public schools
- Financial institutions
- Health care–related entities
- Local governments and municipalities
- Professional trade associations
- Land conservation organizations

“Years ago, Fryeburg Academy sought to raise its profile and clarify its brand on a local, regional and national level. From the beginning, we knew it would be important to hire a firm that could balance Maine sensibilities with knowledge of national media and audiences. Marshall Communications and its Marshall Plan® have given us just that.”

Fryeburg Academy

“Marshall Communications has a very strategic approach and an engaged team that adds value to every single project. You can feel the whole agency behind every project, it’s not just account staff on an island. Nancy herself has helped drive our projects and been there to make connections or give us new ideas. The Marshall team blends creativity with execution and a focus on results. The Marshall Plan® contained meaningful, integrated perspective on achieving our goals. We trust them with our brand.”

Glenn L. Laudenslager IV
Lunder-Dineen Health Education Alliance of Maine
About The Marshall Plan®

Developed by national marketing and public relations expert Nancy Marshall, known as the PR Maven®, The Marshall Plan is a step-by-step guide to engaging your target audiences and moving them to act. The Marshall Plan process gives you all the tools you need to build widespread trust and affinity among a larger pool of prospective clients and/or supporters than you ever thought possible. The plan will enable you to:

- Increase profit margins, membership, sales, and other business metrics
- Execute strategies and utilize branding tools based on market research conducted by the Marshall team or its partners
- Develop new revenue streams
- Identify partnerships and networks that can help grow your business while minimizing risk
- Build a strong brand identity that resonates with your target audiences
- Create greater value for your unique position in the marketplace
- Prepare your team to deal with a crisis before it ever happens, thus minimizing the risk to your brand and your bottom line
- Establish a benchmark for superior customer service
- Improve your online marketing, including building a marketing funnel to generate educated leads

“JMG is unlike any other nonprofit in the state of Maine, providing a continuum of support to help students transition from middle school through high school graduation, on to post-secondary education through degree attainment and connections to successful career pathways. With the challenge of describing our unique services, we sought the guidance of Marshall Communications. Marshall staff connected with our mission of being student centered and, like JMG, they are very focused on results. Through their expertise, we now have a new logo, website, and branding plan to promote the importance and impact of our programs.”

Craig Larrabee, President & CEO, JMG
The Marshall Plan® Process

The Marshall Plan process consists of 65 tried-and-true steps that are highly methodical, intentional and completely tailored to your organization’s needs and offerings. Marshall facilitators work directly with your organizational leaders and other key stakeholders throughout the development process. This team approach enables our agency to see your enterprise from many different perspectives. The inclusive and collaborative nature of the approach will also help build a positive and high-performing team culture internally, setting the stage for a unified, company-wide focus on your market positioning and business development. Even highly diverse groups of stakeholders have been able to find common ground using this process.

Development of the plan takes between 90 and 120 days, depending on the scope of the research phase noted below and the specific Marshall Plan components desired. Our proprietary 65 steps are undertaken in the following phases:

Research
The development process begins with extensive research within your geographic market area and beyond. Findings are used to craft a strategy that will deliver the results you desire. Depending on your needs, this can encompass focus groups, brand concept and message testing, phone or online surveying of specific subsections of your target market, competitor analysis, secret shopping, SEO analysis and more.

Discovery
Marshall will lead an in-depth brainstorming meeting with up to 10 participants consisting of your organization’s leadership and other important stakeholders. We will work strategically with you to ensure as many viewpoints and perspectives as possible are represented at the meeting.

We have carefully structured the discovery phase to be a fun and enjoyable process that creatively facilitates team unification and the development of a shared vision that will ultimately become the foundation for your Marshall Plan.

Marshall will provide a list of discovery questions to all participants in advance of the meeting to help ensure a productive and engaging experience for all involved. We will also lead the group in our White Knight/Avatar exercise that is distinctive to The Marshall Plan process. In short, the exercise will motivate the group to work together to identify your position in the marketplace as well as the most pressing concerns of your stakeholders.

Mid-Term
Marshall will present the first draft of The Marshall Plan based on information gleaned from the research and group input from the discovery phase. This is an opportunity for all who were
involved in the brainstorming meeting to provide candid feedback to ensure the final document is in line with organizational goals and expectations. Following the presentation, the Marshall team will go back and fine-tune the plan based on the input we receive and develop the marketing tools and deliverables needed to execute it.

Final Presentation

The final plan is presented via an interactive presentation geared toward ensuring the entire team of stakeholders involved in its creation fully understands its purpose and can identify a role for themselves in its execution. This meeting focuses on discussing marketing priorities as outlined in the plan, as well as the intended applications of the media relations templates, contact lists, timeline, measurement benchmarks, and other tools that have been incorporated into the final version. Marshall will also help you create an internal Marshall Plan® implementation team, suggesting specific responsibilities for each member based on their professional strengths and interests.

Implementation

Immediately following completion of The Marshall Plan, you will be ready to hit the ground running with your new marketing strategy. You will have in hand all the tools you will need to implement the plan in house, with the assistance of Marshall, or with help from another agency of your choosing. We are proud to share that the great majority of our Marshall Plan clients are so pleased with The Marshall Plan that they continue working with us on an ongoing basis on implementation.

Six-Month Review

Marshall will meet with you again six months after delivering the final plan to chart the progress made thus far and to ensure implementation is on track. We will also help you determine if priorities, resources and specific initiatives need to be realigned to adapt to industry shifts or changes in the marketplace.

The Marshall Plan® Phases

- **DISCOVERY MEETING**
- **PHASE I**
  - MARKETING AUDIT
  - SWOT & COMPETITIVE ANALYSIS
  - BRAND MANIFESTO & LOGO
  - DRAFT THREE-YEAR PLAN
- **MIDTERM REVIEW**
- **PHASE II**
  - FINAL THREE-YEAR PLAN
  - CHECKLISTS & BUDGETS
  - TOOLS & METRICS
  - TEMPLATES & APPENDICES
- **FINAL MARSHALL PLAN**
- **SIX-MONTH REVIEW**
- **IMPLEMENTATION (NOT INCL.)**
Following is a comprehensive list of components that can be included in your Marshall Plan®. Every Marshall Plan is unique, like each of our clients, so you ultimately decide what will be included in your individualized strategic marketing plan.

**Media Audit:** Marshall reviews all current and past marketing materials to gauge brand consistency, the efficacy of key messages, and overall effectiveness.

**Market Research:** We gather demographic, geographic and psychographic data on your target audiences and stakeholders, determining what motivates them, what drives them to make buying decisions, and how they feel about your brand. Depending on your marketing goals and the size of your target market, this information is derived through focus groups, surveys, one-on-one interviews or a combination of the three.

**Competitive Analysis:** A thorough review of competitors, collaborators and benchmark organizations is conducted to determine what is working and what isn’t within your industry sector. The research includes an audit of marketing materials, brand elements, stakeholder interaction, internet presence, customer service delivery skills, social media strategies and more.

**Marketing Goal and Supporting Objectives:** Marshall works with you to define a specific, measurable and attainable goal that must be achieved in order for the marketing initiative to be deemed a success. The objectives represent benchmarks that support the overall marketing goal.

**SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats):** The agency conducts a thorough examination of your competitive environment and operations to identify assets and opportunities that can be leveraged, as well as weaknesses and threats that must be addressed. Analysis is conducted through extensive interviews with internal staff and stakeholders, as well as research utilizing a wide range of outside information sources. The findings are then used to steer the direction of The Marshall Plan®.

**Situation Analysis:** This component represents the overall thinking behind the strategy and supporting tactics laid out in your plan. It represents Marshall’s expert assessment of what you have already achieved in terms of marketing and business growth, your current market position, and what your marketing priorities should be for the future.

**Target Audiences/White Knight Strategy:** Marshall strategically identifies and categorizes the people, organizations and groups a client needs to influence to reach its marketing goal. Personas, including visual representations, are developed for each, detailing specific
geographic, demographic and psychographic traits. Out-of-the-box thinking ensures target audiences will be expanded beyond the usual suspects. Once the targeted audiences have been identified, Marshall helps you envision how your organization can swoop in as the White Knight and help them solve their most pressing problems, or what keeps them up at night.

**A Brand Platform:** Depending on your individual marketing needs, this may involve building a brand from the ground up or strengthening an existing brand to create a greater appeal among target audiences. The brand platform can include:

- **Brand manifesto** – your unique story told in a compelling manner and epitomizing all the characteristics, qualities and beliefs that make you stand out from the pack
- **Message map** – an easy-to-follow graphic that breaks out key messages of the brand manifesto to ensure each member of your team is “singing from the same song sheet” when communicating with target audiences, including the media
- **Sound bite** – your elevator speech, concisely communicating what you do and why it is important; it can be said or read in 30 seconds or less
- **Tagline and logo recommendations** – devised based on market research, the recommendations represent a starting point for finalization including vetting the suggestions with your target audiences through focus groups and/or surveys
- **Style guide** – this ensures all of your team members and others that may be utilizing components of your brand are using those components consistently

**Marketing Strategy:** Specific and detailed tactics are developed and designed to be implemented over a year to several years, depending on the scope of your strategy. The tactics encompass a wide variety of marketing approaches and platforms including:

- Media relations
- Social media & internet marketing
- Website strategy development
- Marketing funnel
- Traditional marketing
- Community outreach
- Networking
- Special events
- Customer service & sales
- Internal communications
- Strategic giving
- Fundraising
- Advertising recommendations
- Crisis communications

“The personal service of Marshall Communications is really what I think makes them an important partner to us, because things change so rapidly with what we do, and things can come at us faster than even we anticipated; Marshall Communications is always there to help us make our way through all of it.”

Carolann Ouellette
Former Director, Maine Office of Tourism
Marketing Tool Development: One of the things our clients have found most valuable about The Marshall Plan® is that all the tools and resources you will need to carry out the tactics are included. Depending on the contents of your tailor-made marketing strategy, these may include:

- Press release templates
- Media advisory templates
- Pitch letter samples
- Suggested media targets
- Public service announcements
- E-newsletter templates
- Ideas for opinion pieces
- Contact lists
- Sample letters of introduction
- Trade show and conference details
- Speaking engagement information
- Benchmark marketing material samples
- A media release form
- Referral source suggestions

Measurement Dashboard: The dashboard is a visual of key performance indicators tied to specific tactics in your plan. This tool makes it easy for you to track and share marketing performance successes on a month-to-month basis over time.

Timeline: Arranged by quarter or by month, this easy-to-follow timetable lays out every tactic in the plan by priority and serves as a checklist to ensure marketing endeavors stay on track.

Budget: This section itemizes all expenses related to carrying out the plan by year as they appear in the timeline. Line items include things such as video production, graphic design, printed materials, advertising costs based on current client expenditures, trade show and conference attendance, expenses associated with hosting a special event, and, if requested, agency fees to carry out the plan.

Web Design: Marshall can include a plan for a refreshed website or a completely new website as part of The Marshall Plan process. Website construction typically begins following completion of The Marshall Plan as the marketing strategy will define priority functionality and ensure the site emulates your brand. Our cutting-edge design partners will work with you to build a site that is easy to use and update, is search engine optimized, and generates the return on investment you desire. Each Marshall-developed site is also fully integrated with all of a client’s social media platforms.

“ In many ways, before we worked with Marshall Communications, we were doing some blind advertising. We would come up with an idea, we thought it was good, and we said ‘let’s try it;‘ and we never knew what the return on investment was.”

Rene Menard, Headmaster
Thornton Academy
Our Team

Please visit our website at marshallpr.com/our-team and click on each person’s photo to read their full bio and watch them tell their story in a short video.

Nancy Marshall, CEO

Nancy is the visionary behind Marshall Communications and The Marshall Plan® process. She has more than 30 years of experience in strategic marketing and public relations and has operated her own agency since 1991. Nancy uses her vast network of connections and contacts among the media and other influencers to help connect Marshall Plan clients with other organizations and industry leaders that can help them reach their marketing goals. Her expertise in the practice and principles of relationship marketing is also a significant asset when it comes to building client networks through The Marshall Plan process. She is the author of “PR Works!: How to create, implement and leverage a public relations program for your small business.”

Charlene Williams, President

Since joining Marshall Communications in 1997, Charlene has continuously taken on increasing levels of responsibility. After serving as vice president for nearly 10 years, she was promoted to president of the agency in 2013. Today, she leads the day-to-day management of Marshall and is involved in the strategy and management of every client account. She also plays an integral role in The Marshall Plan process, overseeing each strategic marketing plan project from start to finish to ensure each end product exceeds client expectations.

Whitney Raymond, Account Supervisor

Whitney’s strategic thinking and keen sense of detail lend a great deal to The Marshall Plan process. In addition to authoring a number of Marshall Plans that have generated great results for our clients, she is also one of Marshall’s primary facilitators of The Marshall Plan discovery sessions. Her fresh approach to the process makes the experience fun and enriching for all involved. She also puts a great deal of thought into preparing for each meeting, ensuring the brainstorming sessions elicit the high level of detail the Marshall team needs to develop a strategic marketing plan from the ground up.
Jessica Donahue, Account Supervisor
Jessica has more than 15 years of experience helping businesses reach their strategic marketing goals, especially those in Maine’s tourism and hospitality industry. She is well versed in the needs of small, medium, and large tourism-based businesses and has a strategic, individualized approach to each client’s goals and objectives. Jessica’s involvement in discovery sessions, planning small and large-scale events, coordinating familiarization tours, generating press releases and pitching to the media demonstrate her thoughtful approach to all aspects of a client’s marketing needs.

Greg Glynn, Account Supervisor
With more than 12 years of marketing and public relations experience, Greg provides strategic planning and ideas for clients in all aspects of marketing and public relations. He has earned his Accreditation in Public Relations (APR) through the Public Relations Society of America, becoming one of 5,000+ professionals who are nationally accredited in the field. In addition to managing accounts, Greg is also Marshall’s in-house media training specialist and is instrumental in working with clients to create their own customized Marshall Plan®. He is known for his exceptional organizational skills and attention to detail.

Juli Settllemire, Business Manager
Juli joined the Marshall team in 2009 as an account coordinator and now serves as the business manager. She oversees the day-to-day operations of the Augusta office, financial and billing operations for the agency and project cost projections. Juli’s expertise in budget management is also invaluable when it comes to compiling the itemized and detailed budgets included in each Marshall Plan®.
Jennifer Boes, Communications Strategist
Jennifer has more than 20 years of experience in marketing and public relations. Since joining Marshall Communications in 2004, she has authored more than 15 Marshall Plans for a wide variety of industries ranging from finance to tourism. Her good listening skills and breadth of experience ensure each client receives a strategic marketing plan that is thorough and highly focused on individual industry nuances and growth goals.

Dianne Chamberlain, Senior Account Coordinator
Dianne is a veteran team member at Marshall Communications with more than 10 years with the company and has expertise in a variety of areas including research and proofreading. She is coveted by the team for her meticulous attention to detail, and her innate ability to uncover valuable information that helps round out Marshall Plan® appendices. Dianne also uses the very latest web analytics and SEO techniques to generate maximum results for clients.

Megan Crowder, Account Coordinator
Megan joined the Marshall Communications team in September 2015. Responsible for social media and media relations strategies for clients, she focuses on social listening as a tool to increase clients’ brand awareness and engagement. Megan works with the Marshall Plan team from start to finish, assisting with discovery meetings, conducting research and assisting with the development of social media audits and tactics.
Anna McDermott, Content Creator
Anna joined the Marshall Communications team in 2007 and has worked on numerous Marshall clients’ behalf, including the Maine Office of Tourism and The Clay Center for Young Healthy Minds. Her focus is on managing clients’ online brands on social media platforms. Anna enjoys writing attention-grabbing web copy and press releases.

Strategic Partners
Ongoing Client Services

Marshall Communications provides services in all of the following categories and is available to fulfill the implementation of your Marshall Plan® in whole or in part on a monthly fee basis.

Public relations
- Media relations
  - Press releases
  - Press kits
  - Media training
  - Media tours
- Crisis communication
- Public speaking
- Special events
- Community outreach

Online niche marketing
- Website development
- Website strategies
- Web hosting
- Marketing funnels
- E-newsletters
- E-commerce
- Internet marketing
- Social media
  - Comprehensive social media marketing
  - Strategic Facebook campaigns
  - Social media training
  - Blog development

Branding
- Brand development and management
- Logo and tagline development
- Brand manifesto development
- Message mapping
- Style guide creation

Creative services
- Copywriting
- Web and print graphic design
- Photography
- Video production

Strategic marketing
- Research
- Facilitation
- Communications audits
- Secret shopping
- Measurement dashboards
- Marketing communications strategy planning
- Interactive marketing

Personal Branding
- Personal brand manifesto
- Online audit for your name
- Creation of social media profiles (LinkedIn, Facebook, Twitter, etc.)
- Creation of a personal website
- Ghostwriting articles and books
- Media training
- Media appearances and speaking engagements

Strategic advertising
- Strategic plan development
- Copy
- Design
- Media placement
Personal Branding

Have you defined your personal brand? Thinking of yourself as a brand may be a new way of thinking for you, but it’s vital in your personal and professional life. Your brand is a promise you make to deliver on your unique value proposition.

As more and more people recognize and connect with your brand, it grows stronger and gains brand equity. This brand equity is your most valuable asset as you build your professional career, and in my view, it adds to personal happiness in life.

Your brand manifesto is the foundation of your personal brand.

It’s what makes you distinctive. It communicates the credentials and integrity of your personal background. It establishes your reputation, which is a vital element in your career success. Your brand grows stronger over time as more and more people get to know, like and trust you.

A brand is a promise that you make to your family, friends, customers, clients, peers and everyone you meet. It is the reason they trust you and the reason people like you. It helps you build your personal network of people who will be there for you when you need them, throughout your lifetime.

My intent is to help you articulate that promise, which will, in turn, help you discover your personal brand.

Everyone has a personal brand.

Everyone has personal brand, and my job is to help ‘package’ it, and make sure it is easily found on the internet. Through a strategy that includes personal networking, speaking engagements, media interviews and participation in online social networks, you will share your brand and your distinctive messages with the world.

“Whether you are an executive, author, celebrity or consultant, I’ll help you discover and communicate your personal brand.”

For organizations and companies, building the credentials of each individual member on the leadership team will show the world that the organization is being guided by a strong team with a good reputation and unquestionable integrity.
I will meet with you one-on-one to review your resume and talk about your personal convictions.

I help executives, authors, and celebrities to discover and communicate their personal brand through online social networking, speaking engagements, and media interviews. I help them write their personal brand manifesto, then do media training so they are ready to get media coverage and raise their profile through targeted audiences, the media, and the World Wide Web.