

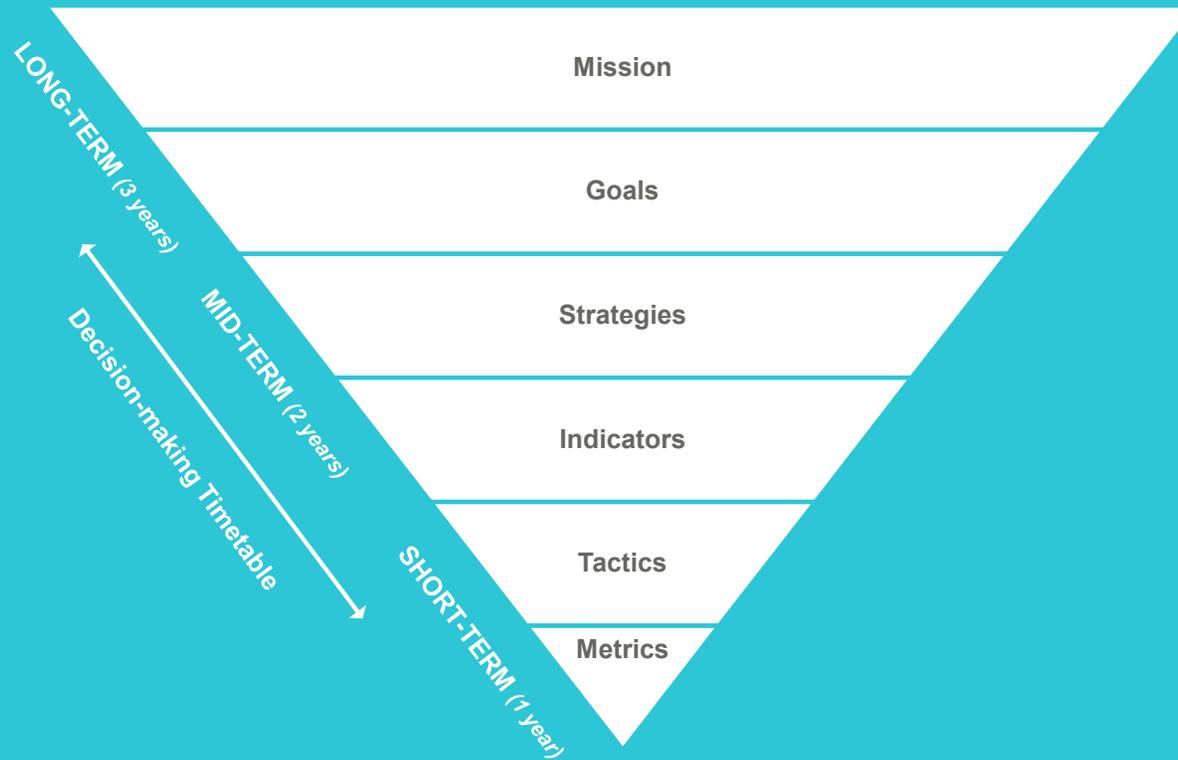


LUNG FORCE **FY2018-2020 Strategic Planning Overview**

Boathouse Row, PA, May 2017

LUNG FORCE Framework for Long-, Mid- & Short-term Prioritization

The Turquoise Takeover in May 2017 marked the end of the third year of LF and the end of ALA's three-year LF strategic plan. For FY2018-2020 planning, we will revisit the long-term portions of our framework to ensure we deliver against desired outcomes and ensure alignment with the mission and goals we set.



We Have Made a Monumental Impact



LUNG FORCE Walk, Orlando, FL, 2015

15M+ more people benefit from smokefree environments as a result of advocacy efforts

Successfully advocated for Medicare coverage of lung cancer screening for ~9M high-risk adults

59% increase in NIH lung cancer research funding since launching LUNG FORCE

Enrolled 119K+ Team Turquoise members

With the **White House Moonshot initiative**, secured **\$1.8B in federal support** for cancer research

Doubled the number of women who have lung cancer on their health radar

Rallied 1,200+ organizational partners and corporate sponsors in the fight

Achieved 10% increase in women's belief that not enough is being done to raise awareness for lung cancer

Invested \$7.1M+ for advances in lung cancer treatment through **47 research grants**

What We Accomplished in FY2017



ENGAGEMENT

\$10.5M+ raised, 23.58% increase over FY2016

CVS Health partnership renewed

75% of corporate partners surveyed are **81-100% likely to renew**; **96% are satisfied** with service from ALA

#ShowYourLUNGFORCE launched & Facebook Fundraisers piloted; **6 fundraisers active** to date

90% volunteer satisfaction; 85% likely to recommend



OPERATIONAL PRACTICES

Development training at December Summit and **stigma messaging training** held for ALA staff

63 staff attended Advocacy Day

Strategic hires made, including **LF Manager** and organization-wide **development** and **marcomm** staff supporting LF



IMPACT

First-of-its-kind **National Lung Cancer Roundtable** established with ACS and others

\$2.6M+ invested in lung cancer research

\$2B increase in NIH FY17 total funding

2nd annual **Advocacy Day** held, with 50+ Heroes and 8 LF sponsors

\$7M LC Interception Dream Team formed in partnership with **SU2C** and **LUNGevity**



EDUCATION

119K Team Turquoise members, 39% increase over FY2016

688M impressions

3rd Women's Lung Health Barometer; **35% increase in women talking to their to their doctor re: LC**

Tell a Friend tumor testing campaign; drove **780K+ video impressions**

LF Hero/CTCA story drive resulting in **874 Heroes total**, a **35% increase**

FY2018-2020 Strategic Planning Milestones

Conducted primary and secondary research to inform planning recs:

- Constituent Survey
- Volunteer Survey
- Nonprofit Benchmarking
- National Corporate Partner/Prospect Interviews
- Local Corporate Partner Survey
- Lung Health Competitor Benchmarking

May

- Reviewed FY2017 progress and successes
- Discussed FY2017 unrealized opportunities
- Introduced FY2018-2020 vision and strategy

- Gathered SMT feedback on priority tactics and unrealized opportunities for FY2018

June

- Proposed FY2018-2020 strategic plan framework to ALA planning working group
- Refined framework based on working group feedback

July

- Presented refined FY2018-FY2020 strategic plan to SMT, LTs and Board

- Developed FY2018 Tactical Playbook based on LT feedback

What We've Learned From Our Supporters

- Research Conducted:**
- Constituent Survey (FY16, FY17)
 - National Corporate Partner Interviews (FY17)
 - Local Corporate Partner Survey (FY17)
 - Volunteer Survey (FY17)
 - National Corporate Prospect Interviews (FY17)
 - Social Factor Research (FY17)

1 Tell the story of IMPACT to the general public to increase LF brand equity

39% of constituents want to hear more about LF work and progress¹ 67% of partners stated that LF needs to better communicate the brand's impact²

2 Develop a comprehensive constituent communications plan with tailored cadence and content for segmented groups

While all groups expressed the highest interest in advances in LC research, other interests varied significantly by constituent group³:

- Walkers** — *expressed interested in...* —> Additional ways to support the cause (45%)
- Donors** —> Updates about LF's work and progress (42%)
- Patients/survivors** —> Living with LC (41%); advances in LC care (41%)
- Loved one has/had LC** —> Additional ways to support the cause (48%)
- Medical community** —> Updates about LF's work and progress (41%)

In FY2017, emails were distributed to the full LF constituent base, rather than distributing customized content for specific segments.

- The majority of emails focused on LF initiatives (e.g., StoryCorps, SYLF, Tell A Friend) and advances in the fight against LC (e.g., moonshot).
- There was a gap in communications about living with LC and advances in LC care.

¹ Constituent Survey (FY17)

² National Corporate Partner Interviews

³ Constituent Survey (FY17)

What We've Learned From Our Supporters

3 Leverage ALA's position as a thought leader to offer proprietary research and insights

52% of healthcare professionals are interested in receiving information from LF about LC care and research advances¹

40% of partners are interested in assets that provide access to and/or understanding of patients, caregivers, providers; consider **Women's Lung Health Barometer: Provider Edition** to glean insights from providers to satisfy desire for intel²

4 Cultivate the LC patient community by acting as a convener and a go-to resource for support

Patients and survivors stated one of the elements they value most about LF is the sense of community and the connections with others³

67% of national partners say they are "very likely" to sponsor assets that provide direct services for patients⁴

¹ *Constituent Survey (FY17)*

^{2, 4} *National Corporate Partner Interviews*

³ *Volunteer Survey (FY17)*

What We've Learned From Our Supporters

5 Offer mission-related assets and brand-building benefits that national partners have expressed interest in¹

Patient / Caregiver Webinars: 50% “very likely” to sponsor

Care Packages for Newly Diagnosed LC Patients: 50% “very likely” to sponsor

Healthcare Provider Lung Cancer Playbook & Trainings: 50% “very likely” to sponsor

Additional Asset Requested: Women’s Lung Health Barometer: Provider Edition

National Media & Awareness cited as a top benefit of interest for partners

83% of national partners value reputational impact when measuring returns on the partnership

6 Leverage digital and social trends to grow and retain constituent base

Social sharing remains one of the most common ways that supporters are involved in LF, yet social sharing **decreased by -19% in FY2017 over FY2016**²

According to a 2016 survey, **72% of Millennials** are most inspired to give by what they see on social media³

Paid Facebook ads resulted in a **626% return on spend**⁴

By offering more sharable content, there is an opportunity to engage additional constituents, especially the **39% looking for more ways to get involved**⁵

LF Walkers are most likely to have shared on social media (42%); they are also the youngest LF demographic⁶

¹ National Corporate Partner Interviews

² Constituent Survey (FY16 & FY17)

³ Nonprofit Tech for Good, Global NGO Survey

⁴ Social Factor Research

^{5, 6} Constituent Survey (FY17)

Moving The Needle on Priority Metrics In FY2017

Revenue

	Since Launch	FY2017 Results	Progress Toward FY2017 Goal	YOY Change
Total revenue	\$28,326,119	\$10,588,175	 111%	 23.58%

Corporate Engagement

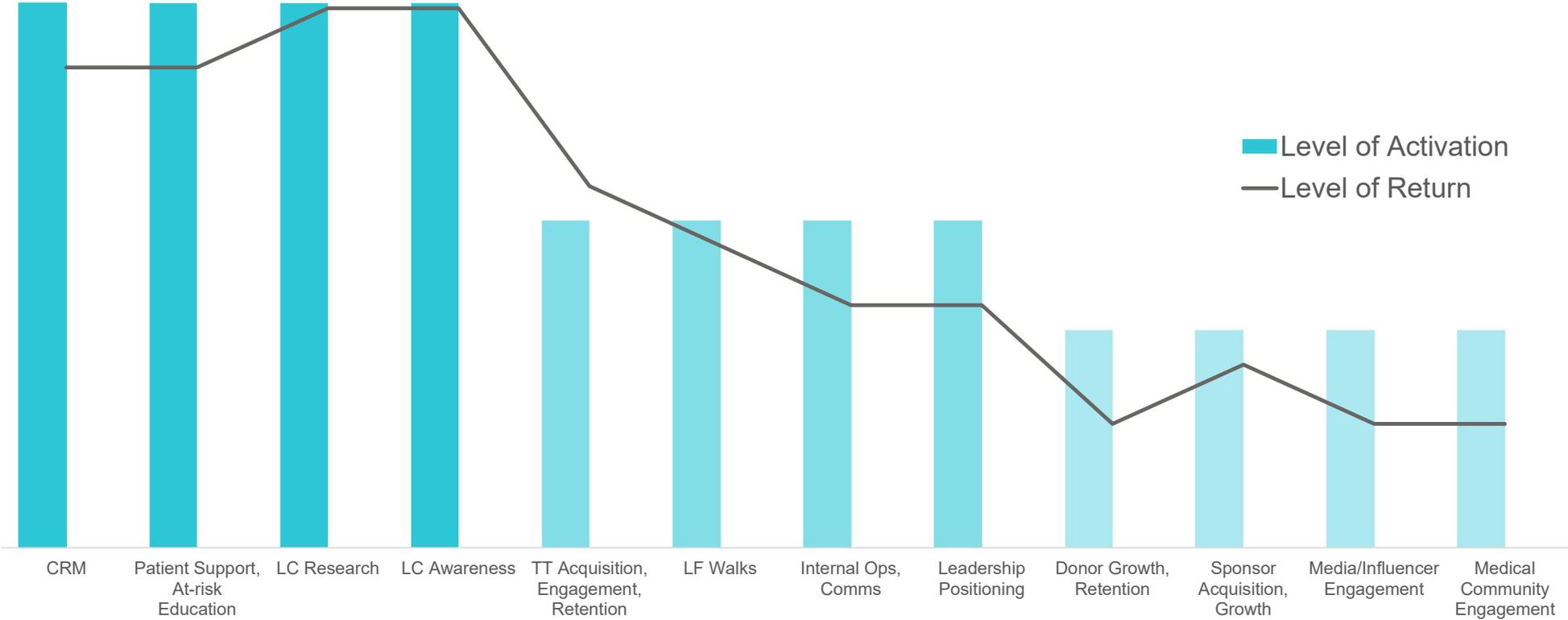
	Since Launch	FY2017 Results	Progress Toward FY2017 Goal	YOY Change
Raised from partners	\$22,055,982	\$8,425,063	 100%	 32.68%
Total partners	1,213 <i>(cumulative)</i>	1,213 <i>(up from 897 in FY2016)</i>	 101%	 35.23%

LUNG FORCE Walks**

	Since Launch	FY2017 Results	Progress Toward FY2017 Goal	YOY Change
Raised from LF Walks	\$10,426,829	\$2,034,793	 52%	 -8.26%
Total Participants	67,104	22,128	 88%	 -4.16%

FY2017 Return Followed Investment

The areas that had high levels of activation also saw higher levels of return.



FY2017 Unrealized Opportunities

Key:  Education  Engagement
 Impact  Operational Practices

CRM

- Workplace CRM
- Bundled local sponsorship packages

Patient Support, At-risk Education

- Enhanced online patient community/support network
- Online LF Expos
- LF Courage Kits

Lung Cancer Research

- Robust communication of impact

Lung Cancer Awareness

- Strategic digital/paid investment

Team Turquoise Acquisition, Engagement & Retention

- More info on ways to get involved
- Targeted constituent comms and cultivation

LUNG FORCE Walks

- Alternative signature fundraising event options (e.g., galas)
- Seamless social fundraising integration (e.g., through Facebook)

Internal Operations, Communications

- Employee survey
- Incentives structure refresh
- Staffing/capacity re-evaluation

Leadership Positioning

- Executive leadership platform finalization and execution
- Exclusive insights sharing
- Integrated MarComm for LF/ALA

Donor Growth & Retention

- Constituent Engagement 2.0 with focus on donors
- Memorial giving
- Sustained/monthly giving push
- Strategic fundraising strategy, with focus on digital activations

Sponsor Acquisition, Growth

- Development & sales of assets, benefits identified in sponsor interviews, survey
- Dedicated national LF dev staff
- National sponsor pipeline building

Media & Influencer Engagement

- New talent/influencer relationships for new media opportunities/story angles

Medical Community Engagement

- Distribution partnerships around LF Courage Kit program
- Provider Barometer
- Provider LC Playbook & Training

FY2018 Tactical Planning Prioritization Worksheets

LUNG FORCE Current Tactics

Below, on a scale of 0-3 (3 being highest), please rate the extent to which you believe each tactic is an important part of the LUNG FORCE FY2018 tactical plan, considering the feasibility of each tactic given organizational capacity in the next fiscal year. Please also note any edits to the language for tactics that you would like to recommend. Although there is no limit to the number of tactics you can assign the same score, please be judicious when assigning a 3 rating. Once all scores are tallied, tactics with the lowest scores will likely be considered for removal from the FY2018 plan.

Engagement

Cause Related Marketing

- Build local cause pipeline through marketplace/workplace CRM
- Establish internal online sponsorship library for Charter staff

Team Turquoise Acquisition, Engagement, Retention

- Implement contact strategy to retain & more deeply engage individual constituents

LUNG FORCE Walks

- Hold LF Walks, increase participation & identify & apply targeted best practices for large/small markets
- Create Signature Event Incubator to study, refine & prepare promising piloted event for nationwide scale

Donor Growth, Retention

- Add fundraising elements to Turquoise Takeover
- Pursue periodic opportunities to drive online giving (e.g., EOY, TT)

Sponsor Acquisition, Growth

- Hold sponsor dinner at LF Advocacy Day to deepen national/high value local relationships & engage prospects
- Refresh national sponsorship packages to get, grow & keep national sponsors
- Integrate LF into existing internal fundraising forums
- Streamline/align bundled citywide sponsor packages
- Host local receptions to deepen sponsor & influencer engagement

Leadership Positioning

- Develop state-level LC advocacy agenda

LUNG FORCE Current Tactics				
Current LUNG FORCE Tactics	QUANTITATIVE Total/#s	TOTAL 3 COUNTS	TOTAL 1 COUNTS	TOTAL 0 COUNTS
Engagement				
Build local cause pipeline through marketplace/workplace CRM	18	2	4	0
Establish internal online sponsorship library for Charter staff	14	0	4	1
Implement contact strategy to retain & more deeply engage individual constituents	30	8	0	0
Hold LF Walks, increase participation & identify & apply targeted best practices for large/small markets	25	7	2	0
Create Signature Event Incubator to study, refine & prepare promising piloted event for nationwide scale	24	5	1	0
Add fundraising elements to Turquoise Takeover	23	3	2	0
Pursue periodic opportunities to drive online giving (e.g., EOY, TT)	21	2	3	0

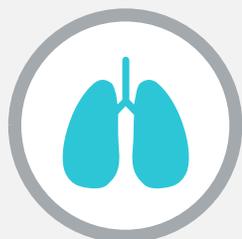


By leveraging Mission 250, cultivating our growing supporter base and doubling down on our impact, LUNG FORCE is poised to be the cause of the next decade.

The time to defeat lung cancer is now.

Seattle Great Wheel, WA, May 2016

FY2018-2020 LUNG FORCE Strategic Plan Framework [Proposed]



MISSION

Defeat Lung Cancer

GOALS

1. Diversify and increase revenue streams
2. Deepen engagement across the constituent base
3. Attract the right strategic partners
4. Enhance brand perception and awareness

OPERATIONAL PRACTICES

- Leverage Mission 250 to align resourcing and reward systems
- Engage the SMT, staff and volunteers in inclusive development
- Invest in regular communications updates and trainings at all levels
- Optimize strategic planning to support development

STRATEGIES



Engagement

Secure funds and engage women to defeat LC via individuals, corporations and government



Impact

Improve LC detection, treatment and patient support via research, events and resources



Education

Educate Americans on LC, increasing engagement via dynamic communications

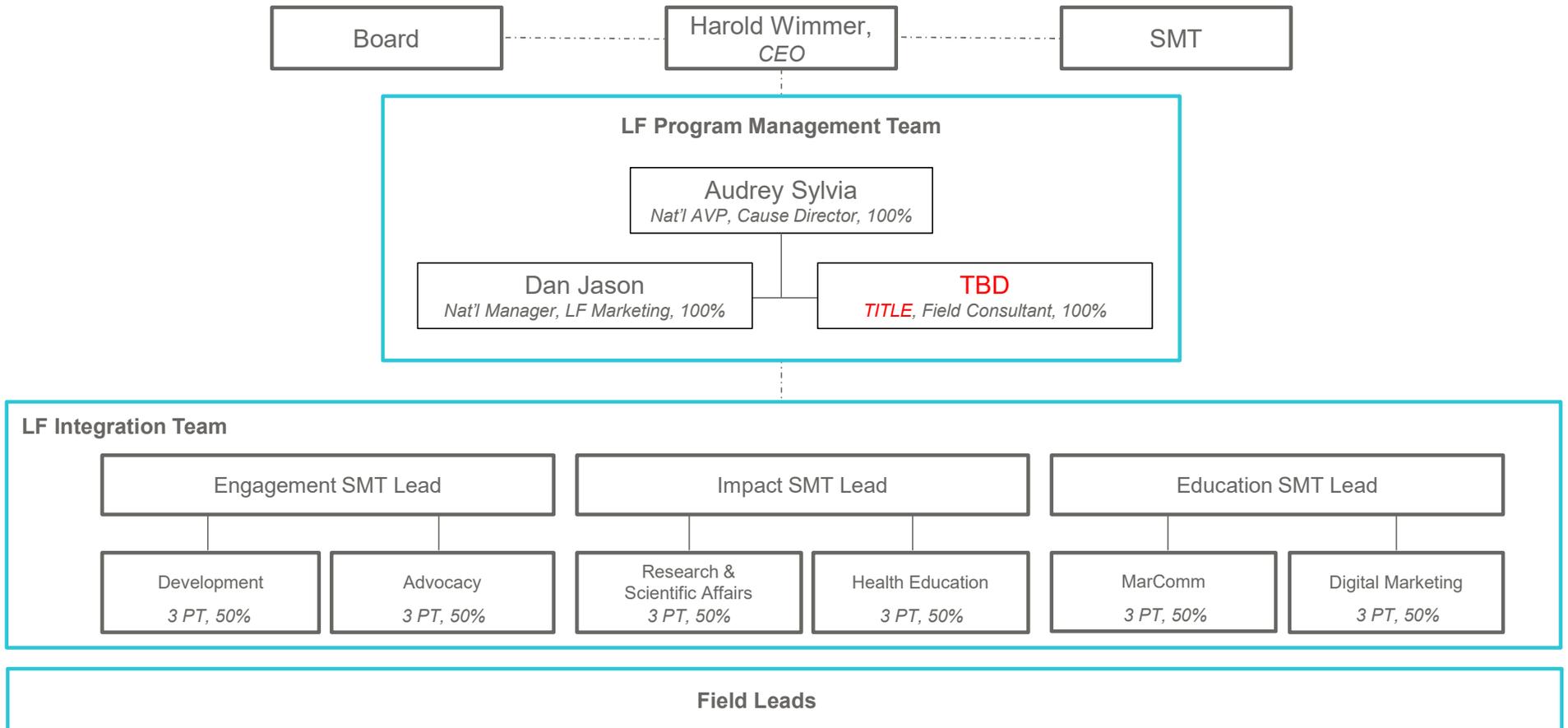
PRIORITY ASSETS

- Q1:** Ad Council Screening Campaign Launch, World Lung Cancer Day
- Q2:** LCAM, Women's Lung Health Barometer, Giving Tuesday, EOY Giving
- Q3:** World Cancer Day, Advocacy Day
- Q4:** Turquoise Takeover, National Cancer Survivors Day
- Ongoing:** LF Walks, LF Expos, LC Research, Pilot Signature Events

PRIORITY METRICS

- Total revenue \$
- Org partnerships #, \$
- Individual donors #, \$
- Team Turquoise #, LF Heroes #
- Constituent satisfaction %, personal importance %
- LF Walk \$, participant #
- Total ALA funding invested in LC research \$
- Interactions w/ patients/caregivers #
- Healthcare providers reached #
- People who take online LC screening eligibility quiz #
- Total NIH funding attributed to LC research \$
- Smoking rate among adult women %
- Impressions #
- LC - #1 cancer killer of women - top of mind %
- Visits to LF.org #
- Social media engagement %
- Social media reach #
- Social media followers #

Operational Practices: Internal Structure for LUNG FORCE [Proposed]



FY2018-2020 LUNG FORCE Strategies [Proposed]



Engagement

Constituent Conversion



Engage individuals online and offline to drive action, advocacy and conversion

Sponsor Expansion and Pipeline Building



Sharpen focus on national and field sponsors



Impact

Provider Communications Paradigm Shift



Improve LC risk reduction, early stage diagnosis, treatment and care

Patient and Caregiver Support



Provide support throughout the LC journey



Education

Communications Marketing



Raise awareness of LC as #1 cancer killer and ALA/LF as a leader in the fight

Digital Integration



Utilize paid/digital channels to drive action

FY2018 LUNG FORCE Priority Tactics [Proposed]



Engagement

PRIORITY ASSETS

- Hold LF signature fundraising events
- Host LF Advocacy Day in D.C.

PRIORITY TACTICS

Constituent Conversion

- Segment communications
- Increase fundraising opportunities
- Optimize digital fundraising

Sponsor Expansion and Pipeline Building

- Refresh sponsorship packages
- Execute new corporate assets
- Align efforts with assets, push periods



Impact

- Hold LF Expos and distribute content post-event
- Fund innovative LC Research

Provider Communications Paradigm Shift

- Invest in LC research that advances standards of care
- Grow LC treatment and detection disparity awareness
- Collaborate to create comprehensive LC resources

Patient and Caregiver Support

- Create innovative LC offerings
- Grow patient and caregiver relations
- Expand direct support



Education

- Execute Ad Council Screening Campaign
- Drive awareness through key periods (LCAM, TT)

Communications Marketing

- Leverage year-round influencer network
- Use constituent data to share outreach
- Market ALA's research investments and progress

Digital Integration

- Employ integrated paid/digital strategy
- Tailor content for target audiences
- Amplify messaging through social-centric activations

Tactical Deep Dive: Engagement



Engagement

Secure funds and engage women to defeat LC via individuals, corporations and government



Constituent Conversion



Sponsor Expansion and Pipeline Building

Priority Assets

- Q1: Ad Council Screening Campaign Launch, World Lung Cancer Day
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- Q3: World Cancer Day, Advocacy Day
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Tactical Deep Dive: Engagement



Engagement

Secure funds and engage women to defeat LC via individuals, corporations and government



Constituent Conversion



Sponsor Expansion and Pipeline Building

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- Q4: Turquoise Takeover, National Cancer Survivors Day
- Ongoing: LF Walks, LF Expos, LC Research, Pilot Signature Events

Sponsor Expansion and Pipeline Building

WHAT: I. Refresh sponsorship packages

- HOW:
- ❑ Refine prospecting, activation and retention approach to build value in LF sponsorships and deliver desired benefits
 - ❑ Build broader packages to engage sponsors throughout the year rather than around a singular event/push period
 - ❑ Identify new opportunities to build the national/local sponsor pipeline

II. Execute new corporate assets

- ❑ Work w/ stakeholders (e.g., LCEMAP, Development staff, Health Education staff) on development of identified assets
- ❑ Test assets w/ corporate partners to refine execution, promotion plan and messaging
- ❑ Actively pitch to existing, prospective partners

III. Align efforts to assets, push periods

- ❑ Identify list of planned potential assets that could be executed pending sponsor support
- ❑ Work w/ Development staff on calendarizing potential assets and developing timely pitch materials
- ❑ Ensure early and frequent work w/ major sponsors (e.g., CVS Health) on asset development and planning

- WHY:**
- Corporate revenue makes up the vast majority of total LF revenue (~85% in FY2017), w/ overwhelming reliance on CVS; CVS's in-store campaign accounted for ~76% of FY2017 LF corporate revenue
 - Nearly half of field partners felt there was opportunity to grow partnership at the national level (*Source: 2016 Corporate Partner IDIs/Survey*)
 - Corporate partners expressed interest in assets providing direct services to LC patients/caregivers (*Source: 2016 Corporate Partner IDIs/Survey*)

Spotlight: Leaving Money on the Table

Competitor Assets	Sponsors
DIRECT PATIENT SUPPORT	N/A
EDUCATIONAL GUIDES	     
SUPPORT GROUPS	   
HELPLINE	 
MOBILE APPLICATIONS	 
VIDEO RESOURCE LIBRARY	    
SUMMITS/EXPOS/CONFERENCES	   
CLINICAL TRIAL CONNECTION	N/A
IP/THOUGHT LEADERSHIP	N/A

● LUNGevery
 ● Bonnie J. Addario
 ● Free to Breathe
 ● Lung Cancer Alliance

Source: Lung Health Competitor Benchmarking, May – June 2017

Engagement Pillar



Strategies, Priority Growth Tactics and Priority Asset Tactics

LT Owner

LT Support

CONSTITUENT CONVERSION		
FY18 Act: Segment communications <input type="checkbox"/> Break into segments (4), tailor comms based on interests <input type="checkbox"/> Develop long-term ed cal w/ mix of narrative and action-focused emails to move segments along spectrum of engagement <input type="checkbox"/> Engage in dialogue to further understand and satisfy needs (e.g., phone calls w/ major donors, constituent surveys)		
FY19 Prep: Increase fundraising opportunities		
FY20 Plan: Optimize digital fundraising		
SPONSOR EXPANSION AND PIPELINE BUILDING		
FY18 Act: Refresh sponsorship packages <input type="checkbox"/> Refine prospecting, activation, retention approach to build value in LF sponsorships and deliver desired benefits <input type="checkbox"/> Build broader packages to engage sponsors throughout the year rather than around a singular event/push period <input type="checkbox"/> Identify new opportunities to build the national/local sponsor pipeline		
FY19: Execute new corporate assets		
FY20: Align efforts with assets, push periods		
PRIORITY ASSET TACTIC(S)		
FY18-20: Hold LF signature fundraising events		
FY18-20: Host LF Advocacy Day in D.C.		

LUNG FORCE FY2018 Tactical Playbook



LUNG FORCE FY2018 Tactical Playbook

The following FY2018 Tactical Playbook provides an overarching vision for the activities to be completed over the next year, with an eye toward achieving the LUNG FORCE goals.

The plan was developed based on feedback from the Senior Management Team and individual Leadership Teams and is intended to guide the tactics that each team will be leading. The sections contained in the Playbook include:

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The Tactical Playbook Deep Dive outlines a high-level "project plan" with each Leadership Team's role in delivering against each tactic.

For any questions about any of the contents contained in this Action Plan, please contact Audrey Sylvia.

Impact: Improve lung cancer detection, treatment and patient support via research, events and resources

1. **Strategy:** Grow lung cancer treatment and detection awareness among providers (Provider Communications)

- **Tactic 1:** Conduct research to uncover gaps in knowledge among medical community around LC treatment and early detection (e.g., Provider Barometer)

LT Member Lead(s): Deb Brown

LTs Responsible/Involved: Health Education (Lead), MarComm, Digital

- o ALA to work with Edelman to gather information/needs assessment and hold key informant interviews with professionals in strategic geographic areas and communities served
- o Lung Cancer Expert Medical Advisory Panel to lend expertise and guidance
- o FY2018 results to be released and promoted in November (LCAM) to grow lung cancer treatment and detection awareness among providers

- **Tactic 2:** Promote research findings to raise awareness and address gaps (e.g., screening guideline knowledge) during relevant moments in time (e.g., LCAM, conferences)

LT Member Lead(s):

LTs Responsible/Involved: Health Education (Lead), MarComm, Digital

- o ALA to work with Edelman on asset and communications plan development to promote research findings
- o Promote research findings through:
 - Dissemination at Expos (develop standardized presentation for each Expo)
 - Poster/oral presentation at national conference(s)
 - Partner dissemination strategy
 - Walk kickoff integration
 - Key LF pulse periods and activations
- o Execute tactic with eye toward effective communications
- o Launch tactic in November (LCAM)

Next Steps to Bring the Plan to Life

Strategic planning is a virtuous cycle:

