

breastcancer.org: A Case Study

It is 3 a.m., and Marisa Weiss, MD, sits staring at her computer, mulling over her organization's dilemma. breastcancer.org, the nonprofit that she founded in 1999, is doing well and fulfilling its mission of distributing cutting-edge, reliable medical information to breast cancer patients 24 hrs/day via its world-renowned website (www.breastcancer.org) and offline programs. In her private oncology practice, she is very successful and in high demand as she helps heal women daily. On top of all of this, she is juggling a demanding schedule of media appearances and speaking engagements.

But as breastcancer.org's President, she is focused on key questions about breastcancer.org that nag at her: how can breastcancer.org get more funding? What needs to happen for the organization to grow to its next level and reach more women nationally and internationally? Why don't people care more about providing medical information to those impacted by this terrible disease that effects one in seven women?

The next morning, she calls Janet Hanson, breastcancer.org Board member and Founder of 85 Broads, and the two visionary entrepreneurs brainstorm. Janet ponders the challenge and suggests a novel approach – to develop an interactive Case Study to present to 85 Broads members for discussion and feedback.

BACKGROUND

Dr. Marisa Weiss, a prominent American breast radiation oncologist based in Philadelphia, founded her first nonprofit organization, Living Beyond Breast Cancer (LBBC), in 1991 to focus on providing support for breast cancer survivors. She and her mother, author Ellen Weiss, later co-authored a book, [Living Beyond Breast Cancer: A Survivor's Guide for When Treatment Ends and the Rest of Your Life Begins](#), to reach beyond her work with the organization.

Through her work as a physician, Marisa continually observed that cutting edge medical care was not always getting into the hands of people who need it most. In many cases, the patients, and sometimes even the doctors, were unaware of the latest research and breakthroughs presented in medical journals. This information was inaccessible to the women with critical need for information that would empower them to actively participate in the decisions that could dramatically affect their lives and their futures. Marisa observed the bewilderment, anxiety and loss of control her patients felt as they were thrown into a confusing, disheartening whirl of breast cancer tests and treatments. Many women felt like they had nowhere to turn to make sense of it all.

Marisa saw how access to medical information could alter treatment decisions and save a woman's life. She was eager to democratize the spread of information about breast cancer diagnosis and treatment to even the poorest and most remote women throughout the world. Furthermore, she wanted to create a responsible medical resource open 24/7 to

address women's questions whenever they arise. Marisa left LBBC and founded breastcancer.org in 1999 to fulfill her vision.

breastcancer.org's mission is to provide the most reliable, complete and up-to-date medical information and support for women and their loved ones so they can make the best decisions for their lives. As of September 2005, www.breastcancer.org is receiving over 6 million visits each year.

As a five-year-old Internet-based nonprofit, breastcancer.org has achieved success in many arenas. Its 3,000+ pages of educational content is excellent, its reach is broad and growing, its staff and Board are talented and highly committed, national media relies on breastcancer.org and Dr. Weiss for medical expertise and breastcancer.org is constantly growing and innovating. However, Marisa, her management team and her Board all recognize that significant change is required to take the organization to the next level.

With an operating budget of approximately \$2 million per year, it is imperative for the organization to secure a solid base of funding to allow for planned growth so that the organization's services can reach more women and their loved ones with even greater impact.

Marisa, as she's known to her patients, staff and donors, knows firsthand that the right information can mean the difference between life and death for breast cancer patients. www.breastcancer.org often features new emerging diagnostic and treatment options unknown even to some physicians. As the amount of information about breast cancer treatment options keeps increasing, the average time (7 – 10 minutes) physicians spend with patients keeps decreasing. And this pace of new discoveries is continuing to accelerate rapidly – it has doubled in the last 10 years and is projected to double again in the next five years. Website usage has grown from 240,000 visits in 2000 to over six million visits in 2005.

breastcancer.org recently completed a strategic plan and has outlined its key initiatives. The organization is committed to continuing the dramatic growth of its reach and programs. However, it absolutely cannot achieve this without significant growth in funding and organizational infrastructure.

BREAST CANCER

Breast cancer is the most common cancer to affect women. Assuming a woman lives to the age of 90, her overall chance of having breast cancer is one in seven. That means that of the three billion women and girls in the world, over 400,000 million will be diagnosed at some point in their lifetime. In 2004, it is estimated that about 216,000 new cases of invasive breast cancer will be diagnosed in the United States, along with 59,390 new cases of non-invasive breast cancer. Many prominent women have battled breast cancer publicly and privately, including musicians and actresses (Melissa Etheridge, Kylie Minogue, Olivia Newton-John and screen legend Bette Davis), political and public figures (Elizabeth Edwards, Betty Ford and Justice Sandra Day O'Connor) and authors (Erma Bombeck, Julia Child and Cokie Roberts). Although the risk of breast cancer increases as women get older, breast cancer can strike women at any age.

The medical community classifies breast cancer in stages from stage 0 to stage IV. Classification depends upon the size of the cancer, the number of lymph nodes involved and the spread to other parts of the body.

The stage of the breast cancer often determines treatment. Breast cancer treatments are divided into three categories: 1) [local/regional treatment](#) directed to the breast and to lymph nodes around the breast; 2) [systemic treatments](#) directed to the whole body or "system;" and 3) [alternative and holistic therapies](#) directed to the whole person, including mind and spirit as well as body. Surgery, a common choice, includes breast-conserving surgery (lumpectomy), mastectomy and lymph node dissection. [Radiation therapy](#), the use of high-energy radiation from x-rays, gamma rays, neutrons and other sources to kill cancer cells and shrink tumors, is highly effective and highly targeted. [Chemotherapy](#) (or "chemo"), the use of drugs to fight cancer cells systemically, affects all rapidly-dividing cells in the body. Herceptin, (chemical name: trastuzumab), is the only immune system or targeted form of treatment currently available for breast cancer. [Hormonal therapy](#) – including the use of tamoxifen, and aromatase inhibitors – can affect the link between hormones and breast cancer.

All of the benefits of anti-cancer therapy have to be balanced against the side effects of treatment. Loss of hair concealed by a hot and itchy wig, scars sticking out of bathing suits and soaking hot flashes can overwhelm and undermine the strongest woman. How does a young woman with a serious breast cancer deal with abrupt onset of early menopause and infertility from chemotherapy and quickly re-calculate long-term career goals and life dreams? How do you get off the couch and take care of yourself? What do you say to your boss when the diagnosis hits just before your annual job review and it's time for a promotion? Do you now have a pre-existing condition that will limit insurance coverage and employment opportunities?

Then there are the profound psychological effects of a cancer experience. Anyone who has faced a breast cancer diagnosis knows and will always remember the shock of the

diagnosis and the fear of recurrence. Is there any “right way” to tell a 38-year-old mom of 5 young children that her cancer has recurred and is now metastatic? Once the mom and dad take in the seriousness of their new circumstances, how do they share this information with their children, ranging from age 5 to 13, with entirely different abilities to understand and deal with their changing world? Be up front, answer questions and no whispering are all pieces of advice, but how do you take away the anguish of the crying child who asks if mom is going to die? Yet in spite of the difficulties, cancer can also bring families closer together, help people discover who and what is most important in their lives and create and fuel champions for a cause.

Knowing what to expect both physically and mentally, having a ready-bag of remedies, a list of practical solutions and a source of encouragement are necessary to rise above and overcome these challenges. A compassionate medial resource for the treatment related issues and a reservoir of personal expertise from other women who have been there are indispensable to recovery and renewal.

THE ORGANIZATION

Staff, Board, Technology and Programs

As an Internet-based organization, breastcancer.org is faced with many of the opportunities and challenges that for-profit Internet companies face. To meet these challenges, the organization has created an entrepreneurial culture with talented leaders and team members. The organization’s CEO, Hope Wohl, is a Wharton MBA and a former consultant to breastcancer.org. Her expertise is in the development of entrepreneurial ventures, both nonprofit and for-profit. Under Hope’s management, the organization has grown from a staff of two to a staff of eight plus consultants, and from a budget of \$650,000 in FY 2002 to a budget of over \$2 million in FY 2006. She is widely considered to be brilliant in operations. Dr. John DeMaio, also a Wharton MBA and former practicing neonatologist, serves as a strategic consultant to the organization. In addition, a Professional Advisory Board of over 60 physicians who are experts in their fields provides advice, editorial input and professional credibility. breastcancer.org has just recently added 6 new Board members, thus growing the Board of Directors from 9 members to 15. This growth has added important geographic and industry diversity and talent to the founding Board, which recognized the critical need to expand. Ongoing development of the Board is a top priority, and one which the Board and senior staff is focused on.

The breastcancer.org team consists of 8 staff members and 7 key consultants. The team is divided into four functions: programmatic/editorial, technology, development and administration (see attached organizational chart). The editorial team includes Marisa, a Senior Editor, two Assistant Editors and a Community Coordinator who monitors

Discussion Boards and Chat Rooms on the site. Freelance medical writers and copy editors are also integral to the editorial team. The technology team consists of a two website developers who have worked with the organization for over five years. The development team consists of a Senior Development Officer, an Assistant and three consultants focused on special areas of fundraising. Overall administrative activities are primarily handled by the CEO, an Executive Assistant and a part-time accountant. As is true in most small organizations, there is considerable crossover as staff and consultants provide support to the overall organization. Every member of the breastcancer.org team is highly committed to the mission and the organization, and the energy level and productivity of the group is extremely high.

TARGET MARKET

Being Internet-based, breastcancer.org has a target market that is mostly virtual. breastcancer.org is currently focused on five key groups: 1) breast cancer patients and survivors, 2) caregivers and friends, 3) women in general, 4) healthcare providers and 5) financial supporters. The medically comprehensive and accurate information on breastcancer.org has nurtured a thriving online community that is robust and loyal. For instance, a woman in the U.S. can log on at 3:00 a.m. and find solace with a virtual sister 8,000 miles and 9 time zones away in Australia. The CBS Early Show recognized the strength and power of these cyber-relationships by featuring a 6-part series that included a moving, tearful physical meeting of four “cybersisters.” Many website users cite this sense of community as pivotal to their recovery.

1) Breast cancer patients and survivors – The key target market of breastcancer.org is the breast cancer patients and survivors themselves. The demographic varies widely, including women of all ages and some men. Many are juggling family, work, social and medical obligations. Often they are overwhelmed and confused by the breast cancer diagnosis and decisions that came with it, and are coping with thoughts of mortality, incomplete information and doctors with very limited time. Many are faced with managing family, career, marriage and even spiritual crises while undergoing difficult treatments. Users span the globe, but are usually from English-speaking countries.

The survivors are women who are often trying to redefine themselves while coping every day with the specter of breast cancer hanging over them. Increasingly, the findings of medical research are recommending longer courses of treatment. This requires women to stay aware of new findings for more and more years, when many would prefer to “move on” and spend less time and energy focusing on this disease.

2) Caregivers and friends – Caregivers and friends often include spouses, children, partners, family members, friends, work colleagues, neighbors, and community members. One 20-something site visitor, who accompanied her mother to her diagnosis, came in

with a sheaf of information printed off of breastcancer.org and said, “My Mom doesn’t go on the computer much, so I did some research on my own.” Many want to help and don’t know how. They are often trying to offer support while coping with fear for their loved one and the thought of their own mortality.

3) *Women in general* – With one in seven women facing this disease, breastcancer.org serves as a general information source for women seeking knowledge about breast cancer, a fear of every woman. The site offers information about breast cancer self-examination, risk reduction, lifestyle changes, medications, surgery, hormones, diet and exercise. It also offers information about genetic testing and the “breast cancer genes.”

4) *Healthcare providers* – For many healthcare professionals, breastcancer.org serves as a critical support to their practice in two ways: one, it provides a reliable source of medical information where they can steer their patients for additional information on any topic related to breast cancer. Two, the information that breastcancer.org provides is a huge timesaver for the physician. In addition, some physicians who are not experts in the breast cancer field can turn to breastcancer.org for medical information developed by their peers.

5) *Financial supporters* – For individual philanthropists, corporate partners, foundations and other financial supporters, breastcancer.org provides information about the organization and information about current activities and research. Funders receive recognition, exposure and acknowledgment for their roles as partners on breastcancer.org’s website and through public relations outreach. Occasionally, supporters do not seek public recognition and some request anonymity.

In addition to all those the site currently reaches, the opportunity for increased reach is immense. Of the 3 billion women worldwide, over 400 million will be diagnosed with breast cancer at some point in their lives. For every current user, there are many potential users who have not yet found breastcancer.org. And there are friends, family and loved ones who are also seeking information to support that woman with breast cancer. For some, access to the Internet may be the reason why they haven’t found breastcancer.org. For others language may be the issue. Other challenges may relate to cultural taboos. In some countries and cultures, women might keep their diagnosis a secret out of shame. And then there is fear which runs across all populations and may prevent a woman from understanding what her doctors are telling her and from seeking additional information to learn more about her diagnosis and treatment options.

COMPETITIVE LANDSCAPE

The landscape of nonprofit breast cancer organizations is crowded and breastcancer.org competes directly with these other organizations for recognition and donations. These

organizations fall roughly into four categories: advocacy, psychosocial services, research and education. There is significant crossover, as most organizations provide services and/or support in all four categories to some extent. There are many regional and local breast cancer nonprofits and a smaller number of nationally known groups. The following is a summary of some of the best-known breast cancer organizations with significant national recognition.

In advocacy, the National Breast Cancer Coalition and the Susan G. Komen Breast Cancer Foundation are best known for their powerful efforts. Key issues include allocating more national funds toward research and outreach, advancing legislation to protect personal rights and access to care.

Organizations like Cancer Care, Gilda's Club, SHARE, the Wellness Community and Y-Me all offer valuable psychosocial support, including hotlines, community events and conferences. Psychosocial support is provided by both professional and peer-trained experts who help women cope with a wide range of personal, social and emotional needs.

In education, organizations present information through a combination of conferences, newsletters and websites. Living Beyond Breast Cancer focuses on conducting regional conferences that address both psychosocial and medical issues. Dr. Susan Love's well-known website addresses several core women's health issues with a definite focus on breast cancer.

For focus on research, The Susan G. Komen Breast Cancer Foundation, founded in 1982, is the largest and overall the most widely recognized breast cancer organization. Komen provides significant support for breast cancer research and is well known for its Race for the Cure which occurs in many locations around the country and the world.

Founded in 1999, breastcancer.org is considered, by those who know the organization, to be the preeminent independent news source for medical information and education. Dr. Weiss and breastcancer.org have been featured on the Today Show for the past seven years and recently appeared on The Early Show and MSNBC. National media frequently turns to breastcancer.org as the credible medical voice about breast cancer. The organization has appeared in *The Wall Street Journal*, *US News and World Report*, *the Philadelphia Inquirer* and many popular women's magazines. However, it still remains unknown by many.

BRANDING, NAME RECOGNITION & REACH

Branding

breastcancer.org has a platinum reputation in the breast cancer field and is known for its unbiased, independent, reliable medical information. Its current tagline is “Your lifeline for the best medical information about breast cancer.” The organization sees its focus on providing medical information by medical experts for all who have concerns about breast cancer as its key differentiating feature.

Rather than using photographs of women and their loved ones, breastcancer.org has developed an abstract illustration of a woman’s face, designed to look universal and to represent all ethnic, age and treatment groups. People have differing reactions to this image, and the organization plans to conduct additional research as part of its ongoing usability analyses. The organization has also chosen a bright palette of colors to create a warm, friendly feel to its website and print materials (see attached).

The main spokesperson of breastcancer.org is Marisa, the Founder, President and visionary of the organization. Marisa is deeply involved in the development of new educational programs and all new content. She also plays a key role in cultivating relationship with donors – key individuals, foundations and corporations. The media turns to her frequently as the reliable medical voice about breast cancer. She is actively involved with Board development and activities. And she is in demand as a speaker at conferences worldwide and at many events to benefit breastcancer.org.

However, as one staff member states, “Unfortunately, there is only one Marisa!” As a practicing radiation oncologist, wife and mother of three teenagers, Marisa has a very full plate. As breastcancer.org continues to grow, the demands on Marisa will likewise increase. The organization is actively working on better defining Marisa’s role and maximizing the use of her time, talents and expertise.

Providing medically sound yet accessible information to the media is a key strategic area of growth for Marisa and for the organization. The majority of women still get most of their information from live and print media and the media is increasingly turning to Marisa and breastcancer.org as a source of critical information.

breastcancer.org often brings innovative approaches to its public relations efforts. For instance, in late 2003, the organization launched its Celebrity Talking Dictionary, a landmark educational tool that provides familiar celebrity faces and voices to demystify medical jargon for breast cancer patients. The dictionary is a critical and practical success and spawned a bonanza of free publicity for the organization. Also innovative is Marisa’s video presentation, *Doctor, Doctor, Lend Me Your Ear*, a performance and educational tool which Marisa created to help patients understand how to interact with their doctors. In the performance, Marisa symbolically removes her physician’s white coat and strips down to a blue hospital gown underneath. She delivers the remainder of the 30 minute performance dressed in just the blue gown. This presentation helps women navigate and

get what they need from this sacred and inherently lopsided relationship with their doctors while helping medical professionals to understand the vulnerability of the patient.

Although breastcancer.org continues to create these innovative and brilliant programs, the organization is constrained by lack of resources to truly capitalize on these assets. For instance, breastcancer.org has considered but not yet implemented the development of a longstanding relationship with a celebrity spokesperson. Increasing name recognition and reach is another key strategic area of focus for the organization, and fundraising to allow for additional public relations efforts is high on breastcancer.org's list of priorities.

Name Recognition and Reach

breastcancer.org is achieving great success with continually growing its reach through its website and, to a lesser extent, through its print pieces. However, because the Internet is its main flagship, name recognition is a key problem. Other than a select group of Internet-based companies with deep corporate pockets and huge advertising budgets that have become household names, most Internet-based companies and organizations struggle to achieve national name recognition.

The organization has focused on maximizing its status with search engines and does very well with Google and other Internet searches. However, even if website traffic continues to grow exponentially, name recognition is likely to remain challenging.

breastcancer.org's booklet program is one key way that this problem is being tackled. Tangible products, like these booklets, tend to have a long "shelf life" and create name recognition amongst patients, their loved one and healthcare professionals. Currently, breastcancer.org has 4 key booklets: the breastcancer.org general information brochure, Your Guide to the Breast Cancer Pathology Report, Your Guide to Breast Cancer Treatment and Overcoming Your Fears of Breast Cancer Treatment. Additional booklets addressing risk reduction, the risk of recurrence, nutrition and complementary medicine are in the works. The pathology booklet has been translated into Spanish, and the organization plans to translate and culturally adapt all booklets into Spanish as soon as resources are available.

Though pharmaceutical companies have historically supported the development and printing of these booklets, distribution remains a key issue. In some cases, pharmaceutical representatives are happy to deliver these booklets to the physicians' practices that they serve, as these booklets help open doors for them. However, the need for broader reach is significant. Distribution of print pieces is very expensive, and breastcancer.org is exploring the right point of entry. Is it most effective to put the pamphlets in gynecologists' offices so women become aware of them during their yearly "well woman" exams? Or should they be introduced at the oncologist's office, after the

diagnosis is confirmed? The difference in distribution points cost millions of dollars and the answer remains unclear.

For CEO Hope Wohl and her staff, targeting the distribution channels of doctors and their medical and support staff serves as part of the solution. Doctors are most patients' key source of information about breast cancer, and a recommendation from a physician or her staff might prompt a patient to go to www.breastcancer.org even if she is unfamiliar with computers in general. One suggestion that has emerged is to create a roving breastcancer.org ambassador with clinical experience. As a nurse, the ambassador would target the Heads of Nursing in offices and hospitals to briefly speak with them about breastcancer.org and distribute booklets. Over time, the viral marketing of breastcancer.org at conferences, hospitals and doctors' offices would be highly effective, one concentrated group at a time.

Development of relationships with corporations that develop and sell products to benefit breastcancer.org is another key branding initiative. Currently, the organization has an ongoing program with Lenox, and has also worked with Jabra, makers of earpieces for headphones. Active cultivation of additional corporate relationships is ongoing, with many exciting possibilities brewing. The corporate muscle that the corporations could apply to breastcancer.org's name recognition and reach challenges would be hugely powerful.

SOURCES OF FUNDING

One of breastcancer.org's most pressing challenges is increasing its funding, increasing the diversity and depth of its donor base and securing sustainable funding.

When breastcancer.org was initially founded in 1999, the organization received seed funding from pharmaceutical companies and Marisa's patients and relied on Marisa as the key fundraiser. Now, five years later, the organization has a Development team, a growing Board and Development Committee and diversified funding from individuals, corporations both pharmaceutical and non-pharmaceutical, foundations, events and products. Despite all of this growth, Marisa still plays a vital and very time-consuming role in the fundraising efforts.

Securing funding is a struggle for many young organizations and is especially challenging for breastcancer.org for several reasons. Being Internet-based, breastcancer.org lacks the physical person-to-person presence to generate relationships that draws many funders to support an organization. Additionally, being Internet-based, breastcancer.org cannot offer the same visibility and acknowledgement opportunities that its "bricks and mortar" counterparts can offer. Presenting all of its programs and service free of charge, breastcancer.org has no source of sustainable revenue.

Moving forward, breastcancer.org is focused on growing its individual giving program and diversifying and expanding its corporate and foundation funding opportunities. The development of an endowment is also being pursued. Figuring out a way to reduce the amount of time that Marisa spends fundraising is very important for breastcancer.org. As the President, Founder and medical director, it is critical that Marisa's time be freed up for focus on her most important areas of expertise.

As part of its effort to explore diversification of funding, breastcancer.org brought in a Wharton MBA intern to identify other potential donor pools. She identified five potential donor pools as key targets for growth:

Website users – Site users are, in many ways, the most logical, largest donor pool. Yet, they are also the most delicately-handled donor pool, as breastcancer.org is respectful of their needs and often difficult situations. breastcancer.org has been hesitant in the past to trumpet corporate partnerships or strong-arm users into donating to the organization. Site users come to breastcancer.org seeking an unbiased, medically trustworthy source of free information. Many assume that the website is self-supporting and don't realize that it is a nonprofit organization. However, as one breast cancer survivor and site user notes, it is difficult for site users to get a sense of the organization necessary behind the site. Her belief is that more site users would donate if they knew more about the nonprofit organization behind the website.

Board members – For a nonprofit, the Board of Directors serves as the guiding strategic body and has the potential to serve as the key conduit for fundraising. The breastcancer.org Board was small until recently, having grown to 15 members from 9, with additional growth in the works. breastcancer.org and its Board are well aware that the Board must serve a critical role in fundraising, from within its own ranks and from those in each Board member's network.

Individual philanthropists – Individual donors have the potential to be the most sustainable donor base and include three categories: breast cancer survivors, family and friends of breast cancer survivors and concerned citizens. Breast cancer survivors with means have the highest level of connection and motivation. Their family and friends are the next most strongly motivated group. This group includes employers, family members, friends, colleagues, spiritual community members, neighbors, vendors, professional contacts, service providers and others.

Foundations – To date, breastcancer.org has raised foundation funds mostly from regional and family foundations. Finding the right match and having someone open the door for foundations are ongoing challenges. Recently, breastcancer.org has begun to approach national and corporate foundations. Moving forward, the organization must

figure out how to capitalize on opportunities to approach national and corporate foundations, and must figure out how to position itself to be successful in those endeavors.

Corporations – The large number of women diagnosed and living with breast cancer is a key target audience for pharmaceutical companies, healthcare delivery enterprises and many multinational corporations that sell to women between 30 and 70+ years old. Therefore, there are many corporations that are key stakeholders in the breast cancer arena.

Over the years, support from pharmaceutical companies has come in the form of unrestricted educational grants. As pharmaceutical companies are major stakeholders in the care and lives of breast cancer patients, they have an interest in the mission and work of breastcancer.org and all major breast cancer nonprofits, and they spread that support around these organizations. The pharmaceutical partners have helped breastcancer.org expand its reach and have always been respectful of the necessary non-bias of breastcancer.org’s programs. The organization has deliberately developed relationships with all the key pharmaceuticals players in the breast cancer arena to insure a “democracy” of representation

Product sales are another key way for corporations to support nonprofits organizations. Recently, breastcancer.org has begun to pursue such product-based partnerships with major corporations, and the organization has identified this as a key area for growth.

MOVING FORWARD

As breastcancer.org looks ahead toward the next three to five years, the organization is focused on achieving five key strategic initiatives identified in its recent planning process.

1) As an Internet-based organization, breastcancer.org is committed to building its future through leading edge technology. Internet technology is a rapidly changing arena, and breastcancer.org plans to use this technology to reach women and their loved ones in the most effective and innovative ways possible. Interactive programs and a personalized approach to the delivery of information are among the exciting opportunities that could transform the way women and their loved ones receive information that addresses their specific questions.

2) To reach women and their loved ones across the world, breastcancer.org must culturally adapt its website and print materials in additional languages. Given the size and growth of the Spanish-speaking population in the U.S., breastcancer.org has identified translation into Spanish and reaching the Spanish-speaking population as a key priority.

3) Based on the fact that women still receive most of their medical information through live and print media, breastcancer.org is committed to working closely with the media to provide accurate and understandable medical information about breast cancer. breastcancer.org strives to become the “go-to” organization for the media, and although the organization has made great strides in this outreach, it recognizes that it must dramatically increase its media presence.

4) Another key strategic priority for breastcancer.org is to develop and provide programs that offer insights for both patients and doctors about how to nurture the sacred and critical relationship between a doctor and her patient. The organization recently produced a video Dr. Weiss’ *Doctor, Doctor Lend Me Your Ear* performance that she has delivered to audiences around the world. Finding ways to disseminate such programs and to develop additional programs that address this important topic is critical to helping women and doctors create the strong, positive relationships that are key to the best patient outcomes.

5) While all of these key new initiatives are in progress, breastcancer.org must continue to provide timely medical updates and new core content to its 3,000+ website and printed materials. The Internet provides wonderful opportunities for personalization and interweaving of content from various sections of the website, and breastcancer.org is committed to capitalizing on these aspects of the Internet. For instance, the organization plans to design its content in ways that ensure discussion board users learn about breaking news, while those who look to the core website content find out about the support programs that can help them as well.

All of these initiatives will require significant resources – of time, money and talent. We turn to you as a key advisor. What recommendations would you make to this organization to insure that they can achieve their dreams and reach many millions more around the world who desperately need the information and support that breastcancer.org provides?