Team Tennessee Marketing Plan 1

Outreach Coordinator: Amanda Womac
Team Leader: Scott Curran

October 19, 2007
Marketing Plan Overview
The fourth year of Challenge X emphasizes outreach and education of Alternative Vehicle Technologies (AVTs) using the Team Tennessee vehicle as a showcase. The following marketing plan outlines Team Tennessee’s efforts to promote alternative vehicle technologies in and around East Tennessee. We have outlined our objectives and goals for:

- Outreach;
- Messaging and branding;
- Team Tennessee’s role in outreach and media training;
- Markets research and methods for determining success of each outreach event; and
- Exploration of social media.

Goals and Objectives
The year four Challenge X competition goals are to educate the public, youth, decision makers and opinion leaders about the benefits of advanced vehicle technology and how it reduces the overall impact of transportation on the environment and help spur our economy. To achieve these objectives Team Tennessee has implemented into the marketing plan the following goals in East Tennessee through grassroots marketing.

Outreach program goals
- Position Challenge X as an explorer of technology solutions for sustainable mobility in the context of Team Tennessee’s innovations and solutions.
- Promote AVTs available today in East Tennessee and across the country focusing on hybrid electric technology, high efficiency diesel, biodiesel and diesel exhaust aftertreatments.
- Promote DOE’s energy efficiency programs including the year of EE for DOE and how the University of Tennessee has a long partnership with Oak Ridge National Laboratory (ORNL) and the National Transportation Research Center (NTRC).
- Promote AVTs as providing solutions to a number of environmental and energy concerns and each solutions place in a multi-faceted approach to sustainable mobility.
- Educate target audiences about refueling systems for ATVs, particularly where to purchase blends of biodiesel in East Tennessee and how to find fueling stations when traveling across the country.

Measuring success: return on investment formula
To measure the success of each outreach event, Team Tennessee has developed a revenue model. In order quantify the result of any outreach activity, the team uses a Return of Investment (ROI) index value. The index value rates the return on time and money required for the event. The units on the ROI come out as (people*minutes/dollar), a unit we have dubbed the “Overly” after our outreach advisor. The team hopes the ROI will evolve into a useful tool for evaluating outreach events and help to maximize the effectiveness of each event as measured in Overlys. The formula for ROI index appears below, and an example is presented in the appendix.

$$ \text{ROI} = \frac{0.25 \times N \times t_b + 1 \times t_i}{M \times T + H + D / 10} $$
N = Number of people at reached per day
\( t_b \) = Average time of people given attention (minutes)
I= Number of people personally interacted with
\( t_n \) = Average time of personal interaction (minutes)
M= Number of team members helping at event
T = Average time spent by each team member at event
H = People hours spent preparing for event (hours)
D = Real dollars spent on event and preparation (dollars)

**Branding Plan**

The Team Tennessee Equinox has been renamed the RevolutionX to pay homage to a refined vehicle signaling the coming revolution in sustainable vehicle design and the ability to crossover to sustainable mobility. The branding focuses on students leading the way towards solutions for sustainable transportation through innovations and the use of advanced technology. The team has also created alternate Challenge X logos that have an element of the team in them. Because it is difficult to separate any given team from the pack of all seventeen universities, this branding helps identify the team at yearly competitions.

**Team branding**

Team Tennessee identifies itself during competition and in East Tennessee through the use of team branding such as pens, shirts, brochures and coffee mugs. The Revolution X and Team Tennessee logos are as follows:

![Figure 1: The Revolution X logo](image)

![Figure 2: The Team Tennessee logo](image)

**Alternative Challenge X logos**

The team has also created alternative Tennessee specific Challenge X logos for promoting the team. The team still uses the official logos when the entire Challenge X competition is referenced. The new logos are as follows:

![Figures 3 and 4: Orange Challenge X logo and Truck Challenge X](image)
The team has also taken the Year 4 Coast to Coast logo and added the Revolution X into the picture.

Figure 5: Tennessee Coast to Coast logo

Environmental Scan
East Tennessee provides a very fertile atmosphere for alternative fuels use, production, distribution and legislation, and there are a number of important policies directing the future of biofuels and hybrid use in Tennessee. To maximize the effectiveness of the team’s message, an environmental scan was performed for East Tennessee focusing on biodiesel and hybrid electric technology. Some of the most important initiatives and policies are as follows.

Governor’s biofuels committee
Tennessee Governor Phil Bredesen has a goal “to make Tennessee the leader in biofuels production, distribution and use in the southeast.” To reach this goal, Bredesen established the Governor’s Interagency Alternative Fuels Working group through Executive Order #33 in February 2006 to develop a comprehensive state alternative fuels strategy, providing a roadmap to fulfill the above goals. Supported administratively by the Department of Environment and Conservation, the group is also tasked with developing a comprehensive, statewide public education and outreach campaign to increase public awareness and understanding of alternative fuels. [1]

Alternative fuel and fuel-efficient vehicle use requirements
Another initiative established by the State requires all state agencies, universities and community colleges with more than ten state-owned vehicles in their fleet to develop and implement plans to increase use of alternative fuels and hybrid electric vehicles, or other fuel-efficient or low-emission vehicles by January 1, 2008. Each plan is also required to reduce or displace petroleum consumption by at least 20 percent by January 1, 2010. [2]

Biodiesel infrastructure grants
A green island corridor grant program has also been established to help establish more public biofuel refueling stations along interstate routes and in major metropolitan areas. The Tennessee State Energy Office, Department of Economic and Community Development, Energy Division offers grants to county governments for the installation of biodiesel infrastructure, including biodiesel and ethanol tanks,
pumps and card readers that can be used to provide biodiesel fuel for county- and city-owned vehicles, including school buses, maintenance vehicles, heavy equipment or any other vehicle currently powered by diesel fuel.

**Public biodiesel use**
Tennessee ranks fourth in the United States for number of public biodiesel stations and 17\textsuperscript{th} for E85 stations. Biodiesel is very popular in fleet use, and in 2006, East Tennessee used almost two million gallons of B100. [3]

**Biodiesel use in fleets**
The largest users of biodiesel in East Tennessee are corporate and local government fleets. In 2006, B20 use in and around the Knoxville area included:
- Knoxville Area Transit (KAT) – over 600,000 gallons
- City of Chattanooga – over 545,000 gallons
- Alcoa Aluminum company – over 540,000 gallons
- City of Knoxville – over 250,000 gallons [4]

**Hybrids**
Although hybrid vehicles are becoming popular in East Tennessee, the latest R.L. Polk & Co. analysis claims the South is experiencing slow growth in hybrid sales, compared to the rest of the nation. From July 2006 to July 2007, sales of hybrid vehicles in the South were at a 41.5 percent increase; compared to a national average of 49.3 percent increase. [5] However, hybrid vehicle use in fleets in and around Knoxville has increased to include the City of Knoxville, Knox County, Tennessee Valley Authority (TVA), KAT, Great Smokey Mountains National Park and others.

**Revolution X as a showcase**
As a prototype, Revolution X can be used as a survey point for fleet managers, as well as a good substitute for fleets using the Ford Taurus, Ford Escape hybrids and mini vans. With a few minor packaging changes, Revolution X is a safe and reliable vehicle that could go into production, and a survey is currently being developed to find out what it would take for the Revolution X to be used in commercial and fleets, based on price and features compared to competitors and a stock Equinox.

**Communications Plan**
Team Tennessee will utilize a broad approach of communicating outreach program goals to target audiences. Our communications plan is three prong approach of tailoring our message to the target audience, implementation of a media strategy and use of outreach materials. In addition, team members have technical experience, which aids in answering questions about complicated technical issues associated with emissions, fuel economy and alternative fuels.

**Identifying target audiences**
In each target audience, the team’s goal is to educate and gain champions who will spread our message of sustainable mobility.

**Public**
In order to accomplish our outreach goals, we have identified three types of public: general consumers, diesel owners and environmentalists.
• **General consumers** – Outreach events can have a significant effect on influencing a consumer in the market for a vehicle. Information gained at outreach events can help the consumer understand the importance of buying the most fuel efficient vehicle and if a diesel or hybrid makes sense for them to buy.

• **Diesel owners** – This particular group is important for the team to reach because conversion to biodiesel is usually a simple process. And, as mentioned before, Team Tennessee has created cards with each B20 fueling station listed, making it even easier for a diesel owner to locate and use B20.

• **Environmentalists** – This target audience has been included in order to educate “the choir.” Although most environmentalists will agree with the goals of Challenge X, some might not have all the facts on alternative fuel use. By focusing on this particular audience, we will hopefully establish a more educated choir.

**Youth**

Based on Team Tennessee’s Year 3 outreach, the primary focus in this target audience, defined as K-12 grades, is education. Curiosity thrives in this target audience, who usually has the least amount of resources about alternative fuels and hybrids at their education level. Youth are the future of sustainable mobility, and the more they become aware of the problems leading to the need of alternative fuels, reduction in emissions and increased fuel economy, the better change they have at becoming champions of this issues and perhaps even pursue careers in science, engineering or public policy to help solve these problems. Although this audience is one of the most challenging to engage, Team Tennessee’s most successful Year 3 outreach activities were interactive activities with this target audience, such as the AWIM Jet Toy and interactive lectures followed by a vehicle walk-around.

**Policymakers**

As defined by Team Tennessee, policy makers in East Tennessee include government officials, fleet managers, University of Tennessee (UT) and Oak Ridge National Laboratory (ORNL) researchers.

• **Government officials** – This particular audience has been instrumental in propelling East Tennessee as a leader in alternative fuels, as identified in our environmental scan. Key issues Team Tennessee will focus on for the next year include a mandatory biodiesel blend of B2 or B5 in the state and a mandatory E10 level for gasoline. Routes to achieve these goals include meeting with Governor Bredesen and the Director of Energy Policy for the state to discuss implementation of this goals, as well as meeting with Knoxville and Knox County Mayors to discuss moving biofuels and hybrid use forward in East Tennessee. Team Tennessee will also implement a program of meeting with and obtaining letters from policy makers and government officials who support the goals of Challenge X in order to serve as subject matter for local and regional newspaper editorial boards.

• **Fleet managers** – Probably the most important group of policy makers, fleet managers have control of the purchasing and fueling of many vehicles, which will most affect the number of gallons of biofuels used, as well as the amount of hybrids on the road.

• **UT/ORNL researchers** – Although research in alternative vehicle technologies are already underway at these institutions, Team Tennessee can play an important role in showing the importance and applicability of alternative fuels to the public, as well as providing a platform to champion research in alternative fuels and sustainable mobility. Another goal for this target audience to gain allies in the upper echelons of these institutions in order to influence policy on a level students will be unable to achieve. UT is establishing an Office of Sustainability, run by a
high-level administrator, and our outreach coordinator, Amanda Womac, serves on the Committee on Campus Environment to help implement this new position at UT.

**Nongovernmental Organizations (NGOs)**
This target audience is important to coalition-building for Team Tennessee. Over the past three years, many important partnerships have been made with NGOs in Knoxville.

- **SPEAK** – Students Promoting Environmental Action in Knoxville, an influential student environmental group at UT, has become a champion of biofuels use, fuel efficiency and public transit use. SPEAK has also been influential in the UT “Make Orange Green” campaign, a university-wide environmental awareness program.
- **DOE Clean Cities Program** – Team Tennessee has a great partnership with the East Tennessee Clean Fuels Coalition, one of the leading Clean Cities programs in the nation.
- **SACE** – The Southern Alliance for Clean Energy is an active nonprofit working on all aspects of energy issues.

Team Tennessee hopes to expand relationships with more grassroots organizations serving as excellent champions for Challenge X goals, including the American Lung Associate chapter in Knoxville.

**Media Strategy**
Sustainable mobility and emissions control are two important topics currently in the media, which gives Team Tennessee an edge to market Revolution X. With clear, concise messaging and powerful images, our team will be able to sell our vehicle to the media. Revolution X is a nearly showroom-ready vehicle that exceeds people’s expectations of a low-emissions vehicle with good fuel economy. During press events, reporters have the opportunity to see, feel and ride in the future of automotive engineering – something they are unable to do at most other press events.

A standard media advisory and press release template has been created using a simple design and includes a picture of the vehicle and Challenge X logos for easy identification in the news room. At all press events, Team Tennessee will have press packets for media representatives, which will include the following:

- The official press release
- Timeline of the event
- Technology overview of the Revolution X, including basic technical information and definitions
- Challenge X 2007 Team Technologies Chart
- Challenge X Questions & Answers
- Challenge X Fact Sheet
- Sponsors sheet with logos, descriptions of each company and contribution to the program
- Revolution X pen
- Business card for Amanda Womac, outreach coordinator

In order to increase the amount of media attention for Year 4, the Team Tennessee outreach sub-committee will send all media advisories and press releases to Jay Mayfield, director of communications for the University of Tennessee, and Kim Cowart, director of communications for UT College of Engineering. Mayfield will be instrumental in reviewing and delivering advisories and press releases to local and regional media through his office.
Outreach Materials
During Year 3, Team Tennessee successfully used outreach materials and merchandise to get audiences interested in the Revolution X, as well as biodiesel and hybrids. Building on the success of Year 3, we will rework the following materials to reflect Year 4 outreach goals:

- Brochures, available in multiple languages
- Outreach posters depicting the vehicle and details
- Challenge X-branded cards – “Where to Buy Biodiesel” – which display biodiesel station information

Team Tennessee will use coffee mugs, Revolution X pens and T-shirts again this year as they are a very professional touch to the marketing campaign and provide an easy way to pass out the website address in a medium that will not be thrown away.

The Sales Plan
Team Tennessee uses Revolution X as a platform to sell information about sustainable mobility and alternative vehicle technologies. Target audiences buy our product if they change their mindset, become aware of sustainable mobility and the solutions toward a sustainable future, or even become a fan or champion of our project. To succeed in selling our vehicle and message to the public, the team has recruited an outreach advisor, new outreach coordinator and developed an outreach subcommittee.

Year 3 outreach coordinator for Team Tennessee, Scott Curran, is now one of the graduate team leaders. In order to better implement the comprehensive outreach and marketing goals of the team, Team Tennessee has recruited an experienced outreach coordinator, Amanda Womac.

Amanda Womac is a graduate student in the College of Communications and Information Sciences and works part time in the UT College of Engineering Office of Communications where she writes technical articles, works on public relations for the college and helps with marketing layout design. Amanda is assistant editor of the Hellbender Press, East Tennessee’s premier environmental journal and a freelance journalist for East Tennessee newspapers. Amanda has been an active organizer on environmental issues for the past 10 years and has a good background in reporting on the technical aspects of sustainability, including automotive related issues. Because she has been an avid user of biodiesel, and recently invested in a Toyota Prius, Amanda is familiar with the technical aspects of both biodiesel and hybrids. Amanda brings a host of media contacts to the team.

To help direct Amanda and the rest of the team, Jonathan Overly was recruited as outreach advisor. Jonathan Overly is the director of the Department of Energy Clean Cities program, The East Tennessee Clean Fuels Coalition. Jonathan is also a staff member of the Institute for a Secure and Sustainable Environment (ISSE) at the University of Tennessee. Jonathan has a M.S. in environmental engineering and many years of outreach and biofuels awareness under his belt. Jonathan worked closely with the team in Year 3 during outreach activities and brings an extraordinary number of contacts in the biofuels arena, public policy and local business dedicated to sustainability to the team. Jonathan is also an expert on peak oil and biodiesel and has more than six years experience running B20 through B100 blends in his daily commute.

Team Tennessee also created an outreach subcommittee led by Amanda and Scott, which will consist of team members interested and dedicated to outreach. The outreach subcommittee will meet once a week and work on outreach events, refine the messages and objectives of the team and work on media
training for the team. Amanda and Scott will report the outreach subcommittee minutes to Jonathan Overly and Dr. Irick, Team Tennessee’s advisor.

To keep the outreach program as efficient as possible the team will keep demographic information by hand. Tallying types of people talked to will help determine if we are missing a population. Knowing the East Tennessee demographics for automotive purchasing will help team members talk about trends to potential new car customers. The demographic information from repeat outreach events will also help with pre-outreach research on audiences to determine the most appropriate messages for the group.

Obstacles
Many obstacles exist that would prohibit selling the Revolution X as well as advanced diesels and hybrids. First the aftertreatments needed to get light duty diesels in the tier 2 bin 5 emissions category are expensive and have drawbacks. The drawback to an ammonia/urea SCR system, as in the Revolution X, is having to fill up the urea tank or replacing the ammonia canister. Ammonia is not a practical consumer ready product as it is very dangerous.

The next obstacle is the price and complexity of the hybrid system. The battery and electric motor along with the controllers are very expensive. The limited life of the battery makes for a hard sell as well.

In terms of selling a diesel based on the ability to use biodiesel, so far no auto manufacturer has warranted more then a BS blend of biodiesel. This is due to many factors including studies that show inconsistent biodiesel quality at the pump. There is not much worry over material compatibilities at a B20 blend.

The biggest obstacle for aftertreatments, biodiesel and hybrids are educating the consumers and fleet mangers.

Activities
The fourth and final year of Challenge X will be announced during a press conference during the annual Engineer’s Day at the University of Tennessee. Team leader Scott Curran will deliver a short announcement about the events during the fourth year and talk about the Equinox the team reengineered into the Revolution X. The head of the mechanical engineering department will say a few words, followed by the Associate Dean for Research for the College of Engineering. The event will be in the presence of hundreds of high school kids from across East Tennessee as well as the deans, faculty and staff of the College of Engineering. The press event will include with a ride and drive for the media and deans and invited guests, such as Chancellor Loren Crabtree, and researchers at the National Transportation Research Center at Oak Ridge National Laboratory, including Dr. Ronald Graves and Dr. Johnny Green. The event is scheduled for October 18, 2007.

The next big event scheduled is DOE Day of Science, which ties in very well to promoting the year of science for DOE. The event also offers a great collaborative outreach experience for many teams near Tennessee. Rose-Hulman Institute of Technology and others have been invited to the event, which is a unique opportunity to promote DOE’s energy efficiency programs.

Youth Outreach
- Society of Women Engineers (SWE) collaborates with youth for AWIM activities and Lego Mindstorms
- K-12 demonstrations at local schools
• Engineers Day, the annual exposition of Engineering Activities to local high schools

Community Outreach
• SCCA exhibition, present at SAE meeting about SCCA
• Earth Fest – annual Eco-Fest in Knoxville around Earth Day, April 20th
• Christmas Parade – get the Revolution X in as part of the parade for Knoxville in late December
• Run for Clean Air Ride and Drive - last year over 10 hybrids were on site for a ride and drive in April
• NTRC Trip – take the Revolution X back to the NTRC and invite NTRC staff back to campus
• Market Square exhibition during outreach committee meetings
• Science Friday Lecture about Challenge X in the Spring

Sponsor Outreach
• Visit sponsors and host sponsor appreciation day

Website
• Revamp website – add content and change site name

Collaboration
• Day of Science – Other Challenge X teams and Department of Energy
• Work with student organizations such as SAE, ASME, SWE and SPEAK
• Work with Clean Cities

Other
• Kiosk in Dougherty engineering building

The Customer Service Plan
The team will go through a series of media training presentations from Amanda Womac, who has given media training presentations to many groups over the last ten years. The team will also be given presentations on the lessons learned from Year 3 outreach from Scott Curran. The team will be briefed on how to engage a target audience or the media and how to conduct themselves including keeping positive during a discussion. Team members new to outreach event are invited to learn by example at an outreach event. After the team member watches a more experienced outreach presenter, they can quickly pick up on how to interact with a target audience. The team will be given to hit on and also a few scripted discussions to help with a start off conversation.

The team will be directed on using the team created “Tennessee Outreach Handbook,” a pocket-sized outreach guide containing:
• List of three key messages that are also good sound bites
• Conversation starter scripts
• Scripted responses to Frequently Asked Questions
• Biodiesel Use Guide
• Where to Buy biodiesel and current pricing sheet
• Etiquette guide
• Consistent terminology guide
• Buzzword list with definitions
• Media guide

Amanda has also made herself available for one on one or group training with team members who want more practice on messages.

The virtual classroom site used by UT, Blackboard, has already been implemented in storing team only outreach training, an outreach calendar with information about signing up for and event, previous outreach reports and a team only discussion board about outreach matters

**Innovation**

Team Tennessee will again focus on reaching the automotive enthusiast community through autocross events. The team will focus on the performance advantages of using hybrids in race applications and the development of using high efficiency diesel in racing as well. The team demonstrates the effectiveness of reducing emissions and improving fuel economy while improving the performance of the stock vehicle.

New approaches to the Year 4 outreach program include:

- Advertising in the local papers to announce outreach event and to showcase team achievements and technology.
- Increased Merchandising including pens, coffee cups and informational material.
- Public relations work through to College of Engineering office of communications and through the University of Tennessee Public Relations office.
- Lectures to appropriate audiences regarding various levels of the work done to re-engineer the Equinox into the Revolution X.
- Interactive activities such as the AWIM Jet Toy and other hands on activities for younger audiences.
- Holding press event to mark major milestones in the Year 4 competition including the beginning of year 4, travel to the fall workshop, and the end of the Year 4 competition.
- The team plans to hold Ride and Drives at major outreach events after seeing how fun and successful they were at the end of the Year 3 competition at the GM Renaissance Center.

The team will expand the use of the AWIM materials such as the Jet Toy activity and may attempt to use the electric motor activity.

**The Internet Plan**

Team Tennessee greatly extended its presence on the internet during Year 3. The website was expanded, redesigned and constantly updated with outreach activities and team information. The video sharing site, YouTube, was used to upload autocross videos and other team videos. The team will continue to expand on the Year 3 activities during Year 4. [http://www.youtube.com/utchallengex](http://www.youtube.com/utchallengex). The website is already being updated to reflect on the changing nature of the fourth and final year of Challenge X. A new domain name for the website is being worked on to have an easier to remember site. The two sites being looked at are [www.challengex.utk.edu](http://www.challengex.utk.edu) and [www.challengextn.org](http://www.challengextn.org)
The website is also being updated to reflect the new website design that the University implemented at the beginning of the fall 2007 semester as seen below.

![Figure 6. The new Team Tennessee homepage [apcsi.utk.edu/cx]](image)

The team is working on a Wikipedia site dedicated to the Revolution X with links to other teams, the Challenge X page, DOE, GM and other sponsors. The team has created a Flickr site dedicated to the pictures of the Revolution X [http://www.flickr.com/photos/14579270@N03/]. The team is also working on moderated public discussion forum for things related to Challenge X. Team members will be able answer questions and lead discussions about issues pertaining to the project.

### Outreach Budget

Following Table describes the cost for outreach materials discussed in the outreach material section.

<table>
<thead>
<tr>
<th>Item</th>
<th>Number</th>
<th>Unit Price</th>
<th>Total Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 4 Brochures</td>
<td>200</td>
<td>1.00</td>
<td>200</td>
</tr>
<tr>
<td>Mugs</td>
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<tr>
<td>T-shirts</td>
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</tr>
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<td>2 new Posters</td>
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**Total Budget = 2500**

Following Table describes the cost secondary budget.

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</thead>
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<td>Flyer and sign budget</td>
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<td>600</td>
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**Total Secondary Budget = 2500**
References
[4] etcfc.org

Appendix

For example the ROI index was run for some of the outreach events that have occurred for Year 4 to date.

Table 1. ROI index table for the first couple of outreach events for Year 4.

<table>
<thead>
<tr>
<th>Index value</th>
<th>NTRC 8/25/07</th>
<th>ETCFC 8/27/07</th>
<th>SAE Meeting 10/2/07</th>
<th>Kiosk</th>
<th>SAE Case</th>
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</tbody>
</table>

Looking at the table, we would see that the ETCFC meeting actually had more Overlys than the NTRC event because it reached more people even though there was less personal interaction. The kiosk is worth less Overlys than the SAE case since people spend a little more time in front of the case due to the bench and the fact that some money had to be spent making the Kiosk look nice.