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Program Promotion and Marketing for the YMCA of San Luis Obispo, California

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Abstract

This Senior Project for the Graphic Communication major at Cal Poly San Luis Obispo is an examination of the marketing and communication outreach efforts taken by non-profit and for-profit organizations in raising their visibility in print as well as new electronic media. An initial email and phone interview inquiry to 20 non-profits and 10 for-profit agencies was initiated in the Winter Quarter (January 2010). Responses have been evaluated and integrated into the project to determine what shifts or impact new media have upon these agencies. Survey responses were not as plentiful as expected, however, respondents provided information that was sufficient enough to capture a sense and direction of program need and the platforms currently used to promote their users activities. An analysis, in a graphical representation was used by employing an analytical for purposes of making the information more useful to the reader. One agency in particular, the YMCA of San Luis Obispo, gave hands-on access to their materials and staff, for which I spent many hours reworking and re-branding their paper and electronic footprint. Generally agencies and businesses are just beginning to employ new electronic media for their marketing, but still rely heavily on print media and face-to-face and collaborative efforts in approaching how to express their presence in the competitive market.

Table of Contents

Chapter 1: Introduction and Purpose of Study **3**

Chapter 2: Literature Review **7**

Chapter 3: Research Methods and Procedures **13**

Chapter 4: Results **18**

Chapter 5: Conclusions **24**

References **26**

Appendices **28**

Chapter 1: Introduction and Purpose of Study

Community based non-profit organizations rely strongly upon reliable revenue sources, volunteer assistance and donations and yet continue to struggle to generate adequate funding in the current weakened economy. Much enthusiasm and interest was encountered while contacting non-profit organizations in the local San Luis Obispo, California area to find out who was in need of assistance in marketing and design work. Direct communication took place by email, phone, and face-to-face, with Jenifer Rhynes, Executive Director, and Lori Paris, Human Resources & Public Relations Administrator of the Young Men's Christian Association (YMCA) in San Luis Obispo, California. The YMCA has been provided with assistance in promoting itself and growing its attendance by my working with key staff on certain programs as directed by their Executive Director. In order to complete a promotion program for the YMCA, weekly meetings, for which I was a part, have been held, since March 2010 with Rhynes, Paris, and other appropriate staff members.

The YMCA is a community based non-profit organization focused on improving the lives of families and children in the community. It does this by offering programs and services to members and the broader community based on their mission: "We strive to develop the total person - spirit, mind and body - through value-based programs", "building strong kids, strong families, and strong communities" (SLO YMCA Mission). The San Luis Obispo YMCA is seeking means to reach a broader group of people in the community with these services.

In the YMCA's experience, they are not aware of many non-profits that market themselves well. It was the opinion of professional staff at the YMCA that looking at past non-profit trends for

marketing and promotion too closely would not provide many useful examples to the YMCA. Research has been done on various non-profits and for-profit organizations in the local community and other communities that the YMCA sees as competition, to determine options and opportunities to improve the YMCA's presence in San Luis Obispo. Rhynes suggested looking at the Boys and Girls Club and Parks and Recreation divisions within cities, as competitors who conduct programs similar to theirs. She also suggested looking at gymnastics and dance studios, private childcare services, and fitness centers as profit making operations that could provide some insight into different marketing strategies. The YMCA is not the typical non-profit that focuses on one particular issue, as it has many focuses. It is an organization which focuses upon important issues and programs that positively affect families, children, health, and self-development. In discussions with Rhynes, it is evident that the YMCA is in need of help in its program promotion, marketing, communication, and outreach to its target populations. Rhynes indicated the YMCA had recently lost a key marketing staff member and has been unsuccessful working with outside companies in the area. Therefore, she was immediately receptive to any ideas that could be researched and integrated into the organization's strategic marketing plan. The YMCA traditionally distributes black and white flyers about its youth oriented programs to children at schools, not knowing if they ever reach the parents. Determining other avenues to get this program information to the parents in a more efficient, cost-effective, and alternative fashion would be beneficial to the YMCA. The YMCA wants to be successful in improving its image and presence in the community while revisiting its mission and reinforcing and strengthening its messages on various media platforms.

In the current economy, along with other non-profits in many communities, the YMCA is finding it necessary to reexamine how it will promote its programs and activities, while still focusing on its core values and the mission of the organization. This study asks the question: How do other organizations promote and market themselves effectively through print, webpage development, and/or other resources? With the growing trend of the Internet and social networking sites and email, options for promoting agencies in a technological and more efficient and flexible manner is attractive. Capturing email addresses and keeping people interested in the YMCA's website and online content needs to be explored, as well as a means for keeping visitors interested in being online subscribers. Printed media can be a useful means of communication, but blending print format with new media technologies should strive to improve messages being generated and create more frequent interaction. The findings of this study will be integrated into the YMCA's objectives in order to get these messages communicated more directly and effectively to those who would benefit from its activities and programs.

The purpose of this research is to show that reconstructing, reformulating, re-branding, and finding new ways to accomplish marketing and promotion would be an efficient, cost-effective, and beneficial way for any non-profit agency in a community to pursue, while improving interest and demand for programs, and generating a larger client base. Use of new formats along with traditional print media, capturing more two-way communication and information via the web and other forms, can make it easier for members and the community to sign up and pay for classes or memberships of interest to them. This study will capture, redesign, and communicate the YMCA's desire to improve the lives of participants; being implemented to reach more families and children with programs, giving them new activities, insight, and learning opportunities.

Improved outreach can result in increased revenues and better recognition for the YMCA. This study brings forward ideas that can be of benefit to other organizations and businesses that wish to improve operations.

Chapter 2: Literature Review

Understanding the YMCA

When leaving the YMCA of the USA, the outgoing CEO, Kenneth L. Gladish was asked in an interview: *What lessons did he learn in his CEO position?*

To summarize his response: The most important asset in the non-profit sector is trust. Dependence falls on the community served, donors, customers, clients, board members, and the government. This idea was constantly reinforced to Gladish during his work with the YMCA. Everything done can be risky. Many activities at the YMCA are based on youth, such as: swimming programs and overnight camping. The most essential lesson Gladish learned was about the fragility of trust (Panepento).

The YMCA in Atlanta, Georgia was looking for increased attendance in its Indian Guide Association program, "designed to increase parent/child weekend campouts" which only had an attendance of six pairs of people previously. "A contest was held to design a patch commemorating the event. The patches were given on Sunday morning to those pairs who had spent the weekend. Attendance soared to 197, a 3,200 percent increase." (Self). These promotions are part of the areas Rhynes wants to concentrate on, in hopes to raise attendance in all programs and especially with summer camps at the San Luis Obispo YMCA.

Importance of Branding

In the non-profit sector, branding can simply be defined as "a purposeful strategy for identifying what an organization does, communicating who it does that for, and establishing understanding

of why those two things are important" (Arozian). It is important to understand the goal of the organization and exactly what it wants to establish and accomplish.

Misunderstood Marketing

The idea of marketing has come to be misunderstood and that fact is explained in the following quote,

> "At a meeting of over 500 non-profit organizations, non-profit leaders, grant makers, and businesspeople...gathered and discussed the challenges charities face when starting and running business ventures. Several speakers emphasized the critical, and sometimes misunderstood, role that marketing plays in an enterprise's success. 'A lot of people think that marketing is advertising — you know, telling people that you should like our product,' said Katherine Freund, founder of the Independent Transportation Network and ITNAmerica, in Portland, Maine. 'That's advertising. Marketing is understanding what it is that consumers want and doing your very best job to make that for them. Give them what they want, and they will buy'" (Wallace).

Understanding the idea of branding and also the difference between marketing and advertising is key to promoting an organization.

NonProfit Times Panel

In an article in the *NonProfit Times* called "Giving The Donor The Chance To Say Yes," a panel made up of Peter Carey the Vice President of Strategic Marketing for Sage Software, Curtis Deane the President of AFP Foundation for Philanthropy, Tom Gaffny the Executive Vice

President of Fundraising for Epsilon, and Kristie Hazard the Account Director at Barton Cotton shared their insights and opinions. The moderator of the panel was Paul Clolery the Vice President and Editorial Director of The NonProfit Times and Rick Christ the President of NPAdvisors.com.

According to Carey, resource issues are always present. Though technology is an important enabler and a necessary tool for all charities, she believes strongly that it is not a substitution for insight, knowledge, and expertise that people bring. People bring these in two ways, in embodying the vision, the mission of the organization, translating visions into meaningful, relevant, and achievable objectives, then into strategies that can help break down silos. The technology helps enable these objectives (Carey).

It is important to use owned information in a more efficient manner, in order to "develop insights to understand what you can get out of it. Technology alone is not going to solve the problem" (Carey).

When looking beyond the standard direct mail, telemarketing, and email marketing, a lot of other issues can arise. Many agencies do not have the revenue to invest in marketing themselves well. Donors cannot be depended on. It is necessary to market outside of those channels, or resources can become limited (Hazard).

Consistency is Key

Unless an organization is a large group they "do not have millions of dollars to invest in ads, direct mail, or Web marketing" (Arozian). Even working with a large organization such as the YMCA, there is need to find alternative means that do not cost very much money. Time and efforts of staff and volunteers can be invested in delivering a consistent message every time members are contacted. "Studies show that it takes as many as seven exposures to an ad before viewers can recall it without assistance" (Arozian). It is important to deliver the same message to the receiver of a letter, email, brochure, or web site viewing. This helps build the exposures necessary to establish recall of the organization's message. It is important to keep components consistent, including typefaces, websites, logos, and layouts. This consistency helps make sure communications complement and reinforce one another (Arozian). The YMCA does not currently have an overall consistent look and is looking to improve and reconcile this problem.

Benefits of Websites

The Web has changed what people expect from organizations. People expect charities to have an Internet/Web presence with a way to interact with that organization through email and newsletters (Carey). This is an area where the YMCA could use assistance and improve, by creating monthly newsletters, developing the means to send more emails and save on postage costs. It is important to create an easier way for customers and donors to provide their contact information on the YMCA website.

The following quotes explain the importance and benefits of integrating a website into any organization,

> Websites often are among many resources in an arsenal of communication strategies for

> businesses and companies that include advertising, public relations, philanthropy, issues management and community relations. However, for smaller organizations, such as activist or non-profit organizations, websites play a critical role as a primary resource for communicating with, and responding to, stakeholder groups (Taylor, Kent and White, 2001). Because the public relations personnel of non-profit organizations generally possess only limited financial means to reach potential publics, the web offers a unique opportunity to interactively reach multiple publics without an immense sum of money (Kang and Norton, 2004).

"Moving beyond media relations...the Internet could also help improve public education, fund-raising, volunteer recruitment, service delivery and communication for non-profits" (Choi).

The NonProfit Times compiled a study that examined the 100 largest non-profit organizations and how they use their websites for media relations, donor relations and volunteer relations. This was done by conducting a content analysis of their websites. It was found that,

> Interactive communication features on the websites, which pursue two-way communications and mutual discourse, might facilitate the practice of excellent public relations (McMillan, 2002; Grunig and Grunig, 1992). One of the unique advantages of the Internet is its ability to be interactive. The rise of the Internet as a communication tool may satisfy web users' demand for two-way symmetrical communication because the integration of interactive features enables users to become active participants in communication exchanges with organizations (Choi).

Through developing the YMCA webpage and email newsletters the organization can use the lesser costs of email and Internet tools to grow programs. Blogs would be a useful Internet tool for former and current customers to keep each other informed and to ask and answer questions as well as obtain information about upcoming events at the YMCA.

> I do think it's important to ask the whole organization what their real needs are and to find solution providers with the expertise to be able to figure out ways to integrate those needs from a software, systems and implementation point of view. But that alone is not enough. You've got to look at your organization and make sure you understand the functions and the communication structure we've been talking about (Carey).

The YMCA organization should market as a whole, using the Internet as a resource, still using print but focusing where electronic communications can more effectively be sent. Email newsletters can be sent to a larger group of people with less cost per person, while paper newsletters can be sent to those who have not provided an email address. Consistency among all of the marketing collateral is important.

Chapter 3: Research Methods and Procedures

The purpose of this study while working directly with the San Luis Obispo YMCA over the last few months is to improve efficiency in program promotion, increase interest in these programs, and generate a larger client base. The intent is to bring these programs to more children and families, giving them awareness of new activities, insight, and learning opportunities. This study can bring forward these ideas not only for the local YMCA, but can also be of benefit to other organizations and businesses that wish to examine and improve their operations.

The research methods used for this study are Elite and Specialized Interviewing, Historical Research, and Content Analysis.

Elite and Specialized Interviewing

Detailed notes from interviews can be found in Appendix C.

Non-profit

- Boys and Girls Club Napa Valley: Robin Speer
- City of Antioch (California) Youth Council: Gina Lombardi-Gravert
- Vice President of Community Outreach/Southwest States Emergency Services
- Literacy Coordinator for Southern California County
- Communication Specialist for National blood donor services agency
- Community Specialist for youth services agency in Central Oregon

With the exception of Robin Speer from the Boys and Girls Club in Napa Valley and Gina Lombardi-Gravert from the City of Antioch You Council, those respondents I successfully contacted chose to remain unidentified by agency or name due to, as one associate Director described as, “the hundred fold increase of demands and requests to fill out surveys and answer questions from an overwhelming number of students and others...with the advent of Internet access.”

The above people were contacted through email and telephone. The following questions were the starting points of my conversations. The purpose of the interview was to obtain information on how the organization that each individual works for keeps their attendance up in programs, where they had trouble marketing, and if they had opinions about what they considered to be other well run non-profit organizations.

Questions:

- *What unique way do you keep attendance and participation up in your organization?*
- *What areas have you had or do you have trouble in marketing, and how may those issues be resolved?*
- *Do you know of any really well run marketing segments of a non-profit?*

For-profit and Non-profit

For-profit Respondents

- Performance Athletics: Leslie Breeze
- Equilibrium: Julian J. Varela

Non-Profit Respondents

- Boys and Girls Club Napa Valley: Robin Speer
- Vice President of Community Outreach/Southwest States Emergency Services
- Assistant Director of Marketing and Communications Youth Services Action Group
- Literacy Coordinator for Southern California County
- Communication Specialist for National blood donor services agency
- Community Specialist for youth services agency in Central Oregon

After multiple calls and emails, not many responses were received from the for-profit organizations. I decided to once again contact the previously successfully contacted non-profit organizations to ask them about the following subjects, in order to obtain more information. It was useful to get general information on their marketing strategies.

The following questions were the starting points of my conversations. The purpose of the follow-up interview was to obtain information on what marketing tools their organization used, if they found the Internet and paper deliverables important in the marketing process, and if they had any experience marketing a non-profit organization.

Questions:

- *What is the most important marketing tool you use today?*
- *Do you feel the Internet is important or are paper deliverables important?*
- *What experience, if any, do you have with marketing towards or providing assistance to, non-profits?*

Professors

Analysis was going to be done on professor questions, but only one response was received. The information obtained was consistent with the other sections and limited as a representative sampling, so this section was removed.

Historical Research

Through a Historical Research examination I have briefly documented the history of the YMCA from its inception and what they have done in the past in regard to promoting their mission and programs, marketing their organization as a whole, and raising attendance numbers, as well as what has worked and what has not. The YMCA has a 160-year history, so there is information to be found and examined. This information was obtained through examining books and online articles written about and by the YMCA. I found the best and most reliable source to be the main national YMCA presence online that acts as a central information and resource center for all the local YMCAs throughout the country.

Source:

History of the YMCA Movement: (an in depth history on YMCA website)

This source was sufficient, very in-depth, and the most reliable one available, being from the YMCA.

Content Analysis

I quantified all of the responses to my interview questions and in order to find out the best way to help the local YMCA with their needs. I formulated similar questions that I wanted to ask people in order to quantify this information. I formed an analytical matrix with the various words and subjects that came up in survey results and conversation listed on one side and a number quantifying frequency of appearance, in order to see what subjects were referred to most often. This helped me to quantify the importance of each subject.

For the historical research, I summarized what information I found on the national and local YMCA websites.

Chapter 4: Results

I used a different/unique type of tool to calculate and analyze my word count, finding an opportunity to look at results in a more visual way. I put the responses from the Elite and Specialized Interviewing into the Wordle.net analytical tool. The visual representations of the interviews are attached in the Appendix. "Wordle is a toy for generating "word clouds" from text that you provide." The clouds give greater prominence to words that appear more frequently in the source text" (Wordle.net). I looked at the Wordle tool beyond its "entertainment" value and more as a complementary evaluation to my study, in order to present a visual that is still based on word occurrence numbers that presents "data," but in a more visually pleasing and evocative graphical representation than would be found in an analysis based solely upon charts and spreadsheets.

Non-profit questions (Appendix A Word Cloud)

Word	Number of times it appeared
Attendance/attend/attending/attended	15
Events	14
School/schools	13
Local	12
Kids	9
Community/communities	9
Classes	5
Family/families	4
Social	4
Network	2

Attendance/attend/attending/attended: Implementing a rewards program, for example, such as attending three classes and getting the fourth one free can raise attendance. Attendance can be boosted after getting the organizations more recognition as a familiar face in the community.

Events: The concept of attending school events, social service outreach events, and other community events came up quite often. These issues seemed important through analyzing interview content, to get an organizations name recognized and have kids and families in the community choose what organization in the community they want to belong to or join for specific programs. These key respondents also had a desire to monitor other organizations for successfully run events, and learn about other processes.

School/Schools: Passing out flyers at school is very common outreach activity for non-profits. It is also important to have connections with teachers and administration at all the schools in the area. This enables the organization to attend school events, and talk to parents and children to build relationships, in order to get schools and students interested in programs offered. The high school age group seems to be a difficult target according to the non-profit professionals I spoke with. Information tables set up at lunch time on campus can help provide interaction with this age. Sometimes it is useful to start out at the middle school age in order to capture their attention before they hit a more difficult age group.

Local: The use of advertisements on local television programs, such as interviews on cable or television news, PSAs (public service announcements), or commercials was mentioned by various people, as a successful strategy for getting program messages out. This is a lower cost marketing option that has the potential to reach a wider audience in a short time period. Posting flyers and leaving brochures at local libraries, coffee shops, etc. was also suggested as a strategy for placement of message and programming. Both of these marketing tools and strategies could easily increase an organization's workflow and results, as messages are refined.

Kids: It is important to find ways to relate to the kids in order to get them (and their parents) interested in after school programs. Setting up tables with fun activities at community events is useful because the kids will associate the organization with an enjoyable experience.

Community/communities: Word-of-mouth in a community seems to be a very recurring theme in all the interview answers. It is also important to have a good relationship within the community in order to receive donations and support. As indicated before, attending community events is one key to getting an organization's face recognized.

Classes: In order to increase attendance or fix the problem of poorly attended classes, one of the organizations suggested polling kids and families on what type of classes they would like to see offered and that they would attend. This would be done by online surveys, site based surveying, or by having interested parties fill out short surveys/information cards at street fairs or farmers markets for example.

Family/Families: Constantly marketing to the whole family is very important. The variety of offerings to a wide range of needs and across generations keeps the organization's profile high and is perceived as responsive and responsible to its customer needs and desires.

Social: Organizing and attending social events is useful to get to know community members and leaders in the community. The integration of social media tools, such as Facebook, twitter, blogs, and Second Life, can also be useful tools for outreach to wider audiences.

Network: Building a strong network with people in the community is a very important foundation for an organization. Developing cooperation and collaboratives among agencies to strategically examine common goals and outcomes for their shared audience can lend itself to a more cost-effective and efficient use of resources for the individual agency as well as its

competition. Organizations have to be more creative and innovative in order to be successful in the struggling economic times as well as moving into more prosperous times.

For-profit/other questions (Appendix B Word Cloud)

Word	Number of times it appeared
Internet	7
Community	5
Paper	5
Word-of-mouth	4
Combination	3

Internet: Multiple interviewees said they don't use the Internet much for their marketing, but more so for email communication, but they are open to integrating more interactive aspects of the Internet into their daily operations.

One of the fitness companies said they find the Internet important, especially for searching them on Google and other search engines. This interviewee sees a shift towards the Internet for marketing.

Community: The community came up in multiple interviews. It was important to leave brochures at community facilities. The interviewees mentioned giving back to their community and being a positive contributor and example.

Paper: Paper deliverables seemed to work well in certain communities. Other companies said they do not use paper deliverables for direct mailing anymore. It was a pretty equal split between use of paper deliverables and the Internet. Those who still use paper deliverables said they also use the Internet.

Word-of-mouth: Word-of-mouth was mentioned consistently throughout the interviews. This is useful especially for organizations that may not be able to afford much else. Word-of-mouth can be generated by being influential throughout a community and leaving good impressions.

Combination: The interviewees spoke of a combination of different marketing tools making their goals more attainable. One of the interviewees said they use a "combination of television, radio, print ads (New Times/Journal Plus/SLO City News) along with electronic marketing (email, newsletters, etc.)" (Varela).

Historical Research

New media, marketing and communication outreach is not much different from when paper first began to be more widely used to distribute messages to the general public. The intent of marketing is to connect with the intended target market and recipients of products and services. The Young Men's Christian Association (YMCA), established in 1844 has been around for more than 160 years. The national YMCA mission is, "The YMCA is a not-for-profit organization whose mission is to put Christian principles into practice through programs that build healthy spirit, mind and body for all." The organization's purpose and mission is integrated in local YMCAs' mission according to that community's local need. The San Luis Obispo YMCA carries out this overall mission, established more than 50 years ago with the desire to "strive to develop the total person - spirit, mind and body - through value-based programs", "building strong kids, strong families, and strong communities" (SLO YMCA Mission). The YMCA goals established over 160 years ago, carried forward to present day community needs are to communicate and connect the YMCA's various communities through a responsive offering of programs, services, and activities. This continues to be done through the use of various

communication tools as outlined in this project. Historically the blend of quality YMCA programs and attendance impact programs, designed locally and nationally, are well recognized and faithfully attended. These programs are continuously monitored and modified by utilizing current marketing and communication tools to determine the most effective ways to satisfy the needs and expectations of users. This project was intended to assist the local San Luis Obispo YMCA to become more receptive to examining and considering new technologies and different media messages in continuing its outreach and delivery to the community. Ongoing modification and adaptation of useful materials and information within the context of consideration of new ways toward marketing, communications, graphic and textual communication outreach, and publicity, places the YMCA in a solid position to continue its long history of service in the ever changing non-profit market.

Chapter 5: Conclusions

I determined that many organizations I spoke with had common challenges with their marketing and attendance issues. They dealt with theses challenges in many similar as well as unique ways. The most important part of marketing an organization is forming a trust-based relationship. Through this relationship, the organization can get to know its customer base. This can be done through organizing events as well as attending events in the community. This provides the opportunity for the organization's name, programs, staff, and volunteers to become recognized, as well as making it more likely for people to donate money and attend programs the non-profit offers, after being a direct participant or recipient of their programs.

The integration of social media, such as Facebook, was frequently mentioned in the responses as a desire for new media presence in the marketplace. This is an easy, cost-effective tool that can market the organization, its programs, and upcoming events. Making the organization's website easily accessible and navigated is also a useful undertaking. The use of a subscription service on the website to sign up for a monthly newsletter would also prove to be a useful marketing and communication application. The use of paper communication is still an important tool valued by non-profits, especially for organizations struggling with funding and positioning new media marketing strategies. Flyers, brochures, and mailers are the most common forms of paper product non-profits mentioned as useful for promotional outreach. It is also important to provide a digital copy on the website when appropriate to expand accessibility and market presence.

I have become a marketing intern for the San Luis Obispo YMCA as a result of undertaking this Senior Project. My first project for the organization involved the design of a new logo for one of

their new summer camps, Planet Y (Appendix D). I have also assisted the YMCA with a preliminary redesign of their website, before the national YMCA completes a change intended to brand most local YMCA websites together. I am currently helping the San Luis Obispo YMCA organize their online Youth and Family Programs pages and also construct a link on their home page to their summer Program Guide. I have been meeting and working with professional Y staff the last few months to track their website as we have made changes. I am also in the process of creating guidelines to track when the YMCA should send out mailers, brochures, put up changes to their website promoting upcoming camps, events, and programs. I will leave this design tool behind so that they can continue to fine tune their marketing strategy. The opportunity to utilize my classroom training and the learn-by-doing philosophy of the Cal Poly San Luis Obispo, Graphic Communication Department to gain hands-on experience in a real workplace setting, has been a satisfying component of the Senior Project process, which I plan on continuing to work on with the YMCA through the summer months after graduation.

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Appendices

A. Non-profit interviews Word Cloud

B. For-profit and Non-profit interviews Word Cloud

C. Interviews

The following are responses obtained from interviewees for each question.

Non-profit:

Boys and Girls Club Napa Valley: Robin Speer

- Completely nonprofit organization, relying on grants
- Run thirteen different after school programs
- Each program is required to meet a particular attendance number each year to maintain various grants that fund it
- Marketing on 2 levels: family and kids and the community (donations and support)
- Have connections with teachers/administration at each school site, can go onto the campuses and "recruit" new members
- Talk to parents, attend school events, help during lunchtime, help support teacher through homework help after school
- Send staff to run fun games and activities with kids, to attract them to programs
- Attending community events is key
- Challenge: getting kids in the door (high school age is difficult), always trying to figure out how to reach out to them, goes to 8^{th} grade to get to know kids before they move to high school
- Speer's programs: runs a teen center, as well as other programs for high school age kids
    - Speer spends a lot of time at the high schools visiting classes, setting up info tables during lunchtime
    - . Speer works with leadership classes to collaborate on projects

    - Speer holds special events for teens: dances (with attendance upwards of 400 kids), band nights (helps boost attendance at her programs at the Boys and Girls Club)
    - Uses alternate marketing collateral, such as t-shirts for events
    - Her Boys and Girls Club program serves 1200 kids a day
- Have Director of Marketing: main job is marketing Boys and Girls Club to potential donors
- 2 huge events held each year to raise money, extremely popular and always sell out:
    - A crab feed (usually around 800 people in attendance)
    - A fancy gala with live auction
- Extremely well known in the Napa Valley
- Put their faces out there at the schools, community, and events
- Set up a table and run fun activities for the kids at events

City of Antioch (California) Youth Council: Gina Lombardi-Gravert

- Incentive program throughout programs for staff and participants
    - Opportunity to work toward something motivates people to stay focused and follow through
    - Getting companies such as Best Buy or Starbucks for example to donate gift cards
- Challenge: getting schools to pass out flyers that they use as a direct marketing tool
    - Have to rely on the teachers/administration to hand out what they drop off, which often does not happen
    - Result: a loss for participants and their programs since the parents did not find out about the programs
- Suggested the use of Facebook, twitter, and other social media tools, if the organization

would allow it

- Due to privacy issues, her city would not yet let them use these tools
    - A policy must be written up first, before they can move forward
        - Lombardi-Gravert thinks this hurting their programs, and not allowing them to capitalize on the full potential of marketing

Vice President of Community Outreach/Southwest States Emergency Services

- Have a strong network with cities
- County social services department has them as a contact to work with people who need emergency food, shelter, and clothing on short term basis
- Keeping participation/attendance up is not the problem, being able to serve the increasing number of requests for help is exhausting the services,
- Word-of-mouth by city commissioners, local politicians, business owners helped get recognized and encourage people to donate supplies and funds
- Marketing formally is outside of budget
    - Articles in the local newspaper, profile on local television news are useful affordable marketing tool
- Wanted to try integrating social network services

Literacy Coordinator for Southern California County

- Challenge: gaining attention, support, and funding
- Constantly educating the public and politicians of the negative impact of illiteracy on individual and community, as well as positive outcomes for those who become literate

- Are interested in using newspaper articles and television advertisements as low cost marketing (have seen useful for other organizations)

Communication Specialist for National blood donor services agency

- Have healthy budget for promoting services
- Most funding comes their way when there is a disaster and the public sees their agency providing their services
- Challenge: public sees this agency as "emergency responders"
    - Want people to know they can donate year round to keep their supply of blood stocked
- Invest in public service announcements (PSAs)
- Collaborate and partner with local United Ways at social service outreach events and for shared funding
- Agency is listed in local service directories in order to get name, phone number, and website into the public

Community Specialist for youth services agency in Central Oregon

- Constantly have meetings with board of directors/management staff to closely watch participation and enrollment
    - Cannot afford money loss from poorly attended classes
- Use technology to poll families about desire for classes/programs
- Suggestion forms at facility, flyers at schools (have trouble with actually getting these to the recipients)
- Post brochures at community facilities, such as libraries

- Trying to integrate an incentive program for class attendance
- Constantly changing demographics and programs being demanded
- Challenge: developing technologies attract kids to use them (video games, cell phones, etc.), rather than being part of physical activities
    - Sponsoring events that kids and families can attend and suggest programs/services/activities that would draw them away from these technological devices
- Suggested annual dinners or auctions to draw people in

For-profit and Non-profit:

Equilibrium: Julian J. Varela

- Use of a combination of different marketing tools is effective
    - Television, radio, print ads (New Times/Journal Plus/SLO City News), electronic marketing (email, newsletters, etc.)
- Paper deliverables: do not use direct mailing anymore
    - Too much junk mail these days
    - People do not seem to pay attention to it anymore
- Sees a shift to Internet marketing, with less emphasis on traditional media.
- Being able to be found via Google and other search engines is also beneficial
- Said word-of-mouth is important to non-profits with not much funding for marketing

Performance Athletics: Leslie Breeze

- Word-of-mouth is very valuable

- Both the Internet and paper deliverables are useful
- Give back to the community, put the organization out there as a positive contributor and example
- Special events, camps, and incentives are very useful

Boys and Girls Club Napa Valley: Robin Speer

- Trying to integrate use of social media
- Website is decent
    - Integrating a page for Speer's specific programs soon
- Flyers passed out at schools, less use of mailers

Vice President of Community Outreach/Southwest States Emergency Services

- Public Service Announcements (PSA)
- Internet: use to inform the public
- Use of handouts and brochures for presentations
- Leave paper deliverables at libraries and community centers

Assistant Director of Marketing and Communications Youth Services Action Group

- Best marketing tool: regionally based coalition of youth serving groups who promote their needs/cause.
- Paper deliverables are still their a big marketing tool
- Use the Internet for email communication

Literacy Coordinator for Southern California County

- Word-of-mouth and community events are important
- Do not use much Internet, but would like to integrate interactive elements

Communication Specialist for National blood donor services agency

- High profile disasters get them most of their publicity and donations
- Internet is useful for providing public with general information and contact information

Community Specialist for youth services agency in Central Oregon

- Internet is not very important in their smaller community
- Newspaper articles and other paper deliverables are their main marketing tools

D. A logo I designed for one of the San Luis Obispo YMCA's new summer camps:

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