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Promotional Strategies of Local Nonprofit Organizations

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PROMOTIONAL STRATEGIES OF LOCAL NON-PROFIT ORGANIZATIONS

by

Katherine Foley

B.A., Southern Illinois University, 2008

A Research Paper

Submitted in Partial Fulfillment of the Requirements for the
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Katherine E. Foley

A Research Paper Submitted in Partial

Fulfillment of the Requirements

for the Degree of

Master of Science

in the field of Mass Communications and Media Arts

Approved by:

Dr. Narayanan Iyer, Chair

Graduate School
Southern Illinois University Carbondale
March 17th, 2014

AN ABSTRACT OF THE RESEARCH OF

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TITLE: Promotional Strategies of Local Non-Profit Organizations

MAJOR PROFESSOR: Dr. Narayanan Iyer

This study is about the promotional efforts of nonprofit agencies in the Southern Illinois region. Nonprofits have to cater to three target audiences which are clientele, donors and volunteers. An in depth interview was conducted with key personnel at six different rural non-profit organizations about their marketing strategies and how they allocate funding for promotion. Based on the results, most effective form of promotion proved to be grassroots efforts and the most popular source of capital came from government funding. This study concludes that agencies should use their promotional efforts to attract volunteers and donors. The study recommends that in order to further their marketing efforts, non-profit organizations should employ more nontraditional methods that are low in cost and effectively communicate the agencies goals.

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Introduction

Nonprofit organizations (NPO) have become increasingly commonplace in the United States since the middle of the 20th century. During the early part of the 20th century, educational and cultural institutions similar to the current model of nonprofit organizations, benefited from “philanthropic patronage” which meant that these organizations were financially supported by wealthy donors. “Following the onset of the depression and the rapid growth of government-supported social institutions and programs, America turned in the 1940’s and 1950’s to a nonprofit model based on *rights and entitlements*.” (Kotler, 1987 pg. 7) This move in social thinking helped create purpose and need for these types of institutions to evolve in the United States marketplace. Since this sociopolitical shift in the 1940’s, there has been a steady increase in these types of institutions and they are developing more rapidly than any other type of organization in the world.

Nonprofits organizations struggle to compete in an increasingly commercial environment since they rely on donations from the public and government funding to sustain their establishment. Instead of supporting their shareholders or generating profit, any surplus revenue that a nonprofit organization receives must be retained by the organization for its self-preservation, expansion, or plans. Since nonprofit organizations depend on public donations and government support to sustain their business model, their need for promotion is imperative to their survival. The goal of promotion for nonprofits is to not only draw the attention of potential consumers/clients but to also get the attention of potential donors and volunteers who can contribute to the organization. To ensure that they remain relevant to their consumers/clients, donors and volunteers, it is crucial that they implement different marketing techniques that will impact their different target audiences in a positive way. As the business climate in the United

States evolves, it is vital that nonprofits find a stable position in the marketplace and develop their promotional strategies so that they are able to stand out among an already crowded environment.

In order to better understand how promotion impacts nonprofit organizations, their funding and their position in the marketplace, this study will examine six small, local nonprofit organizations in the Southern Illinois region, their marketing strategies and how they use their donations and profit to further their operation. An in-depth interview process will be used to understand the role of promotions among nonprofit organizations in the Southern Illinois community. The interview will concentrate on how they have implemented their past promotional strategies, what promotional strategies have been effective, how they receive and appropriate their funding, and future promotional efforts. The six organizations are as follows:

1. Specialized Training for Adult Rehabilitation (S.T.A.R.T) in Murphysboro, Illinois
2. The Women's Center, in Carbondale, Illinois
3. Carbondale Community Arts, in Carbondale Illinois
4. Carbondale Main Street, in Carbondale, Illinois
5. Egyptian Area Agency on Aging, Inc., in Carterville, Illinois
6. Pregnancy Matters, in Carbondale, Illinois

With nonprofit organizations becoming a staple in the business marketplace, it is important to gain a better understanding of how promotional strategies impact these organizations and their survival in today's highly competitive market. The goal of this research is to illustrate that effective promotion influences the success of these organizations and to accurately identify what marketing and advertising methods are most beneficial to nonprofits. More specifically, this study's focus on small, rural nonprofits is important because it highlights how unique these organizations are and how imperative their existence is to the societies they serve. These rural organizations operate as a lifeline to their communities. The services they

provide have a tremendous impact on the quality of life sustained by members of these small communities. By identifying promotional strategies that are effective, this research can help rural nonprofit organizations develop a strategy that will further their significance in the market and ensure that these organizations remain in a strong position in their communities.

Literature Review

Non-profit Organizations

Nonprofit organizations differ in size, and serve different functions in society. “They vary enormously in scope and scale, ranging from informal grassroots organizations with no assets and no employees through multibillion-dollar foundations, universities, religious bodies, and health care complexes with thousands of employees or members. While some provide traditional charitable, educational, and religious services, the law in many countries, including the United States, permits them to provide almost any kind of good or service on a not-for-profit basis.” (Hall, 2002 pg. 3) There are no standard guidelines on how to operate nonprofit organizations except that they each offer either a service or some type of assistance that will benefit the societies in which they exist. There are a wide variety of causes that nonprofit organizations represent and they all have their own approach to serving their cause. The one element that unifies nonprofits is that their purpose is to promote social well-being and services for the purpose of the greater good. This is contrary to for-profit organizations whose primary focus is to generate wealth.

Since nonprofit organizations are so multifaceted, they can be difficult to define. Hall explains the convolutions of nonprofit organizations as follows:

“Because of the complexity and diversity of nonprofit organizations, the term nonprofit itself has a variety of meanings. It can refer to entities classified by the Internal Revenue Code as 501 (c) (3) charitable tax exempts or to a more inclusive universe of 501 (c) (4) civic organizations, which are themselves exempt from taxation but do not allow deductibility of donations. Good arguments can be made for including other noncharitable nonprofits such as cemeteries; veterans’ and fraternal and sororal organizations (such as the Masons and the Elks); political parties; and other organizations covered by section 501 (c). However inclusive, restricting the term to organizations accorded nonprofit status by the tax code remains problematic, since it does not include churches and other religious organizations that enjoy the privileges of the 501 (c) (3) but are legally required to incorporate or seek exempt status. There is also a vast realm of unincorporated associations (such as Alcoholics

Anonymous and other self-help groups) that preform many of the functions of incorporated nonprofits as providers of charitable, educational, and religious services but whose assets do not merit—or that ideology does not permit—formal institutionalization.” (Hall, 2002 pg. 4)

Hall recognizes that nonprofits are intricate organizations that serve the public in a variety of ways. He also allocates that in the United States, tax code can be utilized to methodically classify nonprofits. The Internal Revenue Service has nine different tax codes that categorize nonprofit organizations. They are as follows: 501(c)(3) organizations which include public charities and private foundations; 501(c)(4) classify social welfare organizations; 501(c)(5) represent agricultural, horticulture, and labor organizations; 501(c)(6) are business leagues; 501(c)(7) include social and recreational clubs; 501(c)(8) represents fraternal beneficiary societies and associations; 501(c)(10) are domestic fraternal societies and associations; 501(c)(13) denotes cemetery companies; 501(c)(19) classify posts or organizations of war veterans. The IRS also has a category for other exempt organizations as well as unregistered organizations. Hall also notes that there are a considerable amount of nonprofits that cannot be categorized by tax code. The source of wealth and resources for these unclassified organizations do not follow the standards set by the nonprofit ideology of “formal institutionalization”. The nonprofit value system of promoting social welfare and creating a service sector for the benefit of community then becomes the foundation for identifying the organizations that cannot be defined by the IRS tax code.

The size and scale of a nonprofit organization affects its position in the marketplace because it impacts how each establishment receives its funding. There are nonprofits that operate at a national level or that have a sizeable position in the marketplace that receive a steady source of income from one primary source whether it is public donations, government sponsorship or by corporate support. “At the other end of the spectrum, nonprofits that grow very large tend to be highly focused: they raise most of their money from a single type of

funder (such as corporations or government) that is a good match for their mission.” (Kim, 2012) These larger nonprofits have adapted their funding model to fit their needs in the marketplace. Locating a funder that provides significant financial support and believes in the mission of the organization is ideal for a large scale nonprofit. Small scale nonprofits struggle to stabilize a central source of funding and often have to rely on a multitude of resources. “Truth be told, for most smaller nonprofits, growing revenue is more scattershot than science. Often, they can meet their budgets by inspiring a handful of donors, seizing unanticipated funding opportunities, or patching together a variety of funding sources.” (Kim, 2012) Smaller nonprofit organizations rely on multiple sources for funding. There is no standard method for allocating revenue on a small level so each organization has to develop an approach to ensure that their funding needs are met. “...we are not arguing that growth, in itself, is a virtue. Many nonprofits may already have reached the right size for the work they are doing. But those that believe they have a successful program model that could reach many more people or have an impact in more places, growth may be a critical path to mission fulfillment.” (Kim, 2012) Although there are size disparities in the nonprofit marketplace, the scale of the organization has more to do with funding than its success. Each organization should evaluate their position in the marketplace, the size of their establishment and their program model to determine how to allocate funding and approach future plans to expand.

Non-profits and Promotion

Promotion in the nonprofit sector began in the 1960's and has become increasingly vital to the survival of these organizations. However, nonprofit establishments have had to alter marketing efforts to adequately meet their needs as an organization. The traditional for-profit

approach to marketing has proven to not be as effective when working in the nonprofit sector. Pope identifies that, “Perhaps the most obvious reason for this lack of fit is that NPOs have three target markets to which they must appeal: clients or consumers, volunteers, and donors or funders. Often these three target markets are very distinct and respond to the marketing mix in different ways.” (Pope, 2009 pg. 186) Since nonprofits have a versatile target audience, utilizing traditional marketing strategies is not as effective. Instead of focusing on one target audience, nonprofits face the task of satisfying three target audiences. All three are vital in ensuring the stability of the organization. Clients/consumers are the primary audience and the reason for the organizations existence. Since local nonprofits operate on a fairly low budget, volunteers help support the establishment with either services or labor. Some nonprofits would not exist if these dedicated individuals did not offer their time and assistance. Nonprofits have to also appeal to donors/funders to ensure that their budget is maintained. Recognizing the complexities of the nonprofits multifaceted target audiences will further assist these organizations in their marketing strategies.

Without identifying their target audience and marketing needs, it becomes difficult for a nonprofit to appropriately define their market. Defining the market is essential to developing an efficient marketing strategy. In their research on nonprofit marketing, Pope found for nonprofits, “that marketing was important to their organization, but often they were less clear about what marketing meant. Marketing was usually tied to fundraising or fund development, and generally not to communications with clients or volunteers.” (Pope, 2009 pg. 191) The lack of market definition can be problematic to the nonprofit sector. Pope found that although nonprofits understood that marketing was important to their survival, many of them lacked an articulate understanding of what their marketing needs were. For a nonprofit to have a

successful marketing strategy, Kotler states that “A great many marketing decisions require a full understanding of the current or probable future market for a good or a service. Whether a nonprofit should venture into a new market or whether it is getting a reasonable share of the existing market are questions that can be answered only after present and future market potential have been carefully determined.” (Kotler, 1987 pg. 236) Market definition is imperative to the success of a nonprofit organization. For these organizations to stay relevant to their target audiences they have to understand the market they serve and the potential for their market to grow. Without full knowledge of their position in the marketplace, it is almost impossible to ensure that the services or goods provided by these organizations will be able to remain relevant in today’s competitive marketplace.

To develop an efficient marketing strategy, appropriating a sufficient budget and allocating resources are crucial to the nonprofit sector. Since nonprofit organizations have limited access to funding and resources they have to develop a promotional strategy that will have a maximum impact on their target audiences with a minimum impact on their budget. Kotler states “Nonprofits have limited resources. As a consequence, they must become experts at securing additional manpower, skills and financial resources. This, too, is a marketing task. Others must be convinced that the benefits of helping exceed the costs.” (Kotler, 1987 pg. 319) The monetary limitations on the nonprofit sector can impede on the success of the organizations promotional efforts. Kotler suggests that to counter act this issue, nonprofits must adapt their efforts to ensure access to the funding and resources needed to survive in the marketplace. Nonprofits must convince their volunteers and donors that the advantages of assisting their cause outweigh the expenditure. This adaptation is essential for any promotional efforts that a nonprofit plans to pursue. In addition to this adaption, the role of marketing specialist should be

adapted by every member of the organization. “Marketing is the job of everyone in the organization, starting with the executive director, and including the employees delivering the service, and even the receptionist who sets the initial tone of your organization to your clients.” (Archibald, 2011 pg. 11) The nonprofit sectors lack of funding requires them to utilize every resource possible which includes utilizing employees to take on several roles. If these organizations can maximize promotional efforts by encouraging their employees to be advocates for their cause, it can have a tremendous impact in furthering their goals.

Promotional Strategies for Non-profit Organizations

Nonprofits utilize a mix of traditional and nontraditional tactics when developing their promotional strategies. Kotler states that nonprofits “...should attempt to measure the benefits and the costs expected from each program. The benefits are all the contributions that the particular program will make to the organizations objectives.” (Kotler, 1987 pg. 354) Kotler identifies that for the marketing mix to be effective you have to identify the “contributions” from each effort. If the efforts of the organization lead to meaningful contributions then the strategies are successful. Since nonprofits employ both traditional and nontraditional methods of marketing, each organization should evaluate their audience, market segment and resources before implementing a strategic plan.

In recent years, nontraditional methods have become increasingly popular in the nonprofit sector. With the emergence of social media and its impact on grassroots efforts, nonprofits are able to implement these marketing tools often for little to no cost. Due to the national shift in socioeconomic status, grassroots marketing is ideal because it is economically efficient and accesses the target audience on a more personal level. “Programs would not originate at a high level of intellectual abstraction, reflecting only views of university and

program staff experts steeped in the latest literature on social policy. Rather, they would originate with the views of citizens at the grassroots, with their understanding of the problems they face, and how they would like to go about addressing them.” (Schambra, 2004) Grassroots marketing is important to all nonprofits but it is especially important to small scale organizations. It allows them to evaluate the needs of their community on a personal level. It affords these organizations the opportunity to unite community members to advocate for a common cause and to ensure that the members of their society are directly benefiting from the services they provide. “Solutions tailored by citizens who actually live with the problems are more likely to combine the unique admixture of elements appropriate for this particular neighborhood at this particular moment. Community ownership will ensure that these approaches are supported and sustained over the long haul, rather than evoking the sort of resistance that often greets programs designed by remote experts and "parachuted" into neighborhoods.” (Schambra, 2004) Grassroots efforts provide local nonprofits the ability to tailor their program and marketing efforts to adequately address the needs of the surrounding community. Grassroots efforts start at the base level of the problem in the community rather than creating a solution that has to be forced in to implementation. Local nonprofits can utilize grassroots efforts to ensure that their services are directly impacting their target audiences.

For nonprofit organizations, developing a relevant and cohesive marketing mix is imperative for their survival in the marketplace. Depending on the funding and resources available, each organization must develop an efficient plan that will allow them to stand out in today’s marketplace. Identifying their target audiences and understanding their markets potential are vital to their success. Implementing nontraditional methods, such as grassroots efforts that

are low in cost and generate buzz can be advantageous for the nonprofit sector and each organization should seriously consider utilizing these methods.

This study will focus on six local nonprofits organizations to secure answers to the following questions:

RQ1: What types of promotional efforts are utilized by nonprofits in Southern Illinois?

RQ2: What kinds of resources are available for nonprofits in Southern Illinois?

RQ3: In what ways can nonprofits in Southern Illinois promote themselves better?

Methodology

To gain a better understanding of the nonprofit sectors promotional efforts, six local nonprofit organizations were asked to participate in a in-depth interview that would take approximately 30 to 60 minutes. The nonprofits were selected based on the following factors: 1) they primarily served the southern Illinois region, 2) they were not a nationally supported nonprofit organization (i.e. Boys and Girls Club, American Red Cross, etc.) and 3) their services/goods were unique to the southern Illinois region. This methodology was chosen for its efficiency and application.

In depth interviews are a qualitative method of research. The interviewee is asked open ended questions while being recorded so that the answers can later be evaluated and applied to the research. There are several benefits in conducting an in depth interview. It is cost efficient; they can be done in an effective amount of time; it allows deeper insight and is more flexible than doing a focus group interview. This method was beneficial to this research because it offered an intimate perspective of the organizations interviewed and was time and cost efficient.

The in depth interview process for this research began with contacting ten local nonprofit organizations. The ten nonprofits asked to participate were:

1. The Women's Center in Carbondale, Illinois
2. Carbondale Community Arts in Carbondale, Illinois
3. Carbondale Main Street in Carbondale, Illinois
4. Gumdrops in Carterville, Illinois
5. Egyptian Area Agency on Aging, Inc. in Carterville, Illinois
6. St. Francis Care in Murphysboro, Illinois
7. Pregnancy Matters in Carbondale, Illinois
8. Specialized Training for Adult Rehabilitation (S.T.A.R.T.) in Murphysboro, Illinois
9. Eurma C. Hayes Inc. in Carbondale, Illinois
10. Carbondale New School in Carbondale, Illinois

These ten organizations were chosen because they fit the criteria which was: 1) they primarily served the southern Illinois region, 2) they were not a nationally supported nonprofit

organization (i.e. Boys and Girls Club, American Red Cross, etc.) and 3) their services/goods were unique to the southern Illinois region. Of the ten organizations contacted, six organizations responded and arranged time to be interviewed. The six organizations interviewed are as follows:

1. Carbondale Community Arts, in Carbondale Illinois
2. Specialized Training for Adult Rehabilitation (S.T.A.R.T) in Murphysboro, Illinois
3. The Women's Center, in Carbondale, Illinois
4. Carbondale Main Street, in Carbondale, Illinois
5. Pregnancy Matters, in Carbondale, Illinois
6. Egyptian Area Agency on Aging, Inc., in Carterville, Illinois

The in depth interviews took place from February 21, 2014 to February 28, 2014 and lasted from 15 to 60 minutes. They took place at each organizations main office and were conducted with either the Executive Director or the Developmental Specialist of the organization. The names and positions of interviewee's are as follows:

1. Executive Director Nancy Stemper, J.D. (CCA)
2. Executive Director Kathy Baumann (S.T.A.R.T.)
3. Developmental Specialist Sandy Ursini (The Women's Center)
4. Executive Director Meghan Cole (Carbondale Main Street)
5. Executive Director Marsha Perfetti, M.S. (Pregnancy Matters)
6. Executive Director John M. Smith (Egyptian Area Agency on Aging, Inc.)

Each interviewee was given a cover letter and a copy of the questionnaire so that they could reference the research and to ensure that they understood the purpose of the study. An interview guide with potential questions was created and can be found in Appendix B.

Results

The organizations that were interviewed accurately illustrated the condition of promotions among small, rural nonprofits. Trends found in this study were that grassroots efforts seemed to be the most effective form of promotion utilized by the groups interviewed. They rely on a variety of resources but the most common form of funding was government generated. In spite of socioeconomic conditions in the area, these organizations are surviving well in their environment but could utilize more promotional efforts to expand their organization and services.

The organizations in this study have utilized several forms of promotional efforts. All six organizations have implemented some form of nontraditional marketing, from social media to grassroots efforts. Of the six nonprofits interviewed, four organizations have an active presence on Facebook. The amount of “likes” the groups had on Facebook ranged from 482 (Pregnancy Matters) to 1,498 (The Women’s Center). There were two agencies that did not have a Facebook page. The Egyptian Area Agency on Aging, Inc. did not utilize Facebook or any other forms of social media because their Executive Director, John M. Smith, believed that the agency’s target audience didn’t have a strong presence on-line. He stated that “No, I guess I am too old school, no Facebook, no Tweets. I’ve seen the case made for that but we just don’t.... Not too many older people use Twitter or Facebook. We deal with more frail, people with problems, poor people, etc.” S.T.A.R.T. was the other agency that did not use Facebook because of legal issues concerning their clientele’s privacy. Kathy Baumann, the Executive Director of S.T.A.R.T. stated that “Because of confidentiality, social media for us would be tricky. The state of Illinois about 3 years ago, said that on our brochures where we used to have pictures of the residential homes, we didn’t place the address...we had to take them off brochures because technically you

could drive by the home and if you recognized the home you'd realize that a person with a disability lived there. It would be a violation of confidentiality so we had to take it off." In this instance the safety and wellbeing of the clientele had a direct impact on the promotional efforts of this organization. This illustrates how important the clientele needs are to nonprofits and how it can directly impact the organizations ability to reach their target audiences. The four agencies that utilized Facebook recognized its importance to their promotional efforts and planned on utilizing more social media in the future.

All of the organizations interviewed have a website that is maintained. They felt that the website helped keep their target audiences informed about their organization. On the benefits of utilizing a website, John M. Smith, Executive Director for the Egyptian Area Agency on Aging, Inc. said that "We get a lot of hits on our website, and of course, word of mouth has been very good. Our niche is Medicare; the social security office sends people when they have Medicare problems. It's word of mouth and the website." These forms of promotion were popular among all of the organizations interviewed. All six institutions that were interviewed planned on continuing to maintain their website.

The most popular form of nontraditional marketing was grassroots efforts. All six of the organizations stated that grassroots marketing was the most effective on their target audience. Word of mouth and referrals from other agencies seemed to assist the organizations in their efforts to impact their clientele. Marsha Perfetti, Executive Director of Pregnancy Matters stated that, "Every year we do a survey with clients in the fall of the year and we will have randomly 200 girls at the four offices fill out a survey that says "How did you hear about us". The one response in the 20 years that I've been here has been "word of mouth". So "word of mouth" is huge." In addition to connecting with their target audience, grassroots efforts do not require the

organizations to use their monetary resources. Carbondale Main Street, Executive Director Meghan Cole said that, “Hand to hand marketing, grassroots flyering and communication efforts face to face generate the most participation and others helping to promote for us.” Grassroots efforts are communal and allow these organizations the ability to infiltrate the societies in which they exist and make their presence known.

The organizations interviewed also utilized several different forms of traditional marketing. The costs of traditional media are prohibitive to the nonprofit model so they were not as popular with the nonprofits interviewed. The forms of traditional marketing that were most prevalent among the organizations seemed to be press releases and brochures. Besides the cost of printing, these two forms of traditional marketing are low in cost and effective which is ideal for the nonprofit sector. Volunteers and board members directly associated with the nonprofits take on the role of promotion and have assisted the organizations efforts in the traditional media realm. Pregnancy Matters has one board member that is a Channel 3 news anchor that helps spotlight the organization with news stories that promote their services. The Women’s Center also used the local news to promote their events. Their Developmental Specialist, Sandy Ursini said that “Something new that we did was a cooking segment for Channel 12. We filmed it here at the shelter to promote the “Taste of Chocolate” event and to also talk about the Women’s Center and what we did.” These “free” television segments, and press releases, allow these nonprofits to implement traditional forms of promotion without dipping into their budgets. This proved to be beneficial for the organizations interviewed and they plan on furthering these efforts.

These groups of organizations utilize a diverse marketing mix that includes traditional and nontraditional marketing efforts. The nonprofits that were interviewed understood that

funding can often be a hindrance to their promotional endeavors therefore by employing grassroots marketing into their campaign their marketing is effective and financially responsible. All six organizations stated that grassroots efforts were the most effective form of promotion and they plan on continuing to develop these types of free promotional techniques in the months ahead.

These establishments utilize diverse resources. Similar to the large scale nonprofits, the small organizations that were interviewed relied heavily on government funding, public donations or both to maintain their facilities. In addition to funding resources, public donation of goods and services also assisted these establishments in furthering their cause.

The most popular source of funding among these organizations was provided by the government. Of the six nonprofits interviewed, five of them relied on some form of government support. The only organization that relied heavily on public donation was Pregnancy Matters which not only received monetary donations, but also clothing, pregnancy tests, medical equipment and necessary household items needed to ensure the organization's goals were met. Executive Director Marsha Perfetti specified that "The majority of our infant needs are donated. We get new donations around Christmas time. Southern Illinois Healthcare does a big drive for us. Churches in the area will do a baby shower, and then when the babies outgrow things we encourage the girls to bring them back... The Southern Illinois Diaper Bank provides us with diapers. As I mentioned before, the Poshard Foundation will get us the car seats. So we don't have to use our own budget for that." The Women's Center, Inc., Egyptian Area Agency on Aging, Inc., Carbondale Main Street and Carbondale Community Arts all relied on government funding and public donations to maintain their budget. S.T.A.R.T. was the only nonprofit interviewed that relied on government funding, public donations, and self-generated

income which made up 19% of the organization's 2013 revenue. In reference to their funding structure, S.T.A.R.T.'s Executive Director, Kathy Baumann remarked that, "80% is state funding and then probably 1% is donations, and then the other 19% is self-generating which is contracts and vocational opportunity that re-generates the income for that." The job program that S.T.A.R.T. provides, allows the nonprofit the opportunity to be more self-sufficient than the other organizations. Their director would like to see their organization become more self-reliant since government funding can often be unpredictable.

The funds allocated toward the marketing budgets for these groups were limited. Many of the organizations interviewed had difficulty defining their budget because their promotional efforts have been so thoroughly integrated into their everyday operations. The Executive Director of Carbondale Main Street specified that "We do so many types of marketing and promotions that it is hard to say. Our advertising budget is \$5000 but many of our fundraisers or other programs double as marketing events for our district. I would say that marketing is a part of everything that we do, even when printing our informational maps of the district." The interviews found that The Women's Center, Inc. had the largest marketing financial plan at \$8,000 but that was still less than 1% of their annual budget for the 2013 fiscal year. Carbondale Main Street had the second largest plan at \$5000 which also accounted for less than 1% of their operating budget for the 2013 fiscal year. Carbondale Community Arts, Pregnancy Matters and S.T.A.R.T. all had a marketing account of \$3000-\$4000 dollars. The Egyptian Area Agency on Aging, Inc. spent the least amount of money on promotion which was \$2000 dollars in 2013. This accounted for less than 1% of its budget. These budgets are indicative that nonprofits have limited access to funding for promotional materials which impacts their marketing efforts. When asked about how much money was afforded to their promotional budget, Pregnancy Matters,

Executive Director, Marsha Perfetti said “Not enough. Because when we lost our largest grant which was filtered through the states, part of that covered our promotions which included ads in the daily paper, the Daily Egyptian, ads in the Southern Illinoisan, our radio and TV ads so those immediately got cut. Now we still send our press releases, public service announcement. It’s up to the media to run those, so it would be free of charge, so we also lost funds for our ad in the Yellow Pages, but our target audience is not using the Yellow Pages, so we do advertise online, we have our website. We have our Facebook page which is free of charge. Not only is that free but you can gear it to who want to see it, so that’s more efficient than newspaper ads. Teenagers, college-aged students aren’t really buying newspapers. They’re looking online, so we are still doing some marketing and ads but the other is more economically feasible for us.” Since the agencies interviewed have limited funding allocated for promotion, they have had to employ nontraditional marketing techniques. This supports the idea that grassroots efforts are most effective because they are often free, and do not impact the financial structure of these types of small, rural organizations.

Volunteers are vital to most of the organizations interviewed. The day to day operations of these organizations would be hindered if they did not have the extra support volunteers provided. When asked about how they utilized volunteers, the Executive Director of Pregnancy Matters stated that “We utilize the wonderful and fabulous SIU interns. We take interns from Psychology, Health and Social Work... but then we have community volunteers, too. Everyone goes through a training program so everyone knows how to adequately help those who are coming through our door.” Pregnancy Matters entire Board of Directors also consists of volunteers chosen for their specific skills (i.e. marketing background, accounting knowledge, attorneys, etc.). The Women’s Center, Inc. relies on volunteers to manage the 24 hour victim

hotline. Volunteers are able to provide the supplemental labor that contributes greatly to the organizations day to day operations. Without the extra assistance these individuals provide, these establishments and the services they provide would suffer.

The organizations interviewed all have specific goals they would like to see come to fruition. Carbondale Main Street has a mobile phone application they are currently working on. Carbondale Community Arts is preparing to change locations. Their new headquarters will allow them to have a storefront displays and a more significant presence in the Carbondale community. Egyptian Area Agency on Aging, Inc. plans on maintaining their website, and want to continue to write newspaper articles and releases to reach their target audience. S.T.A.R.T. is attempting to develop more fundraising events that will generate more exposure and funds. The Women's Center, Inc. would like to participate in more public speaking engagements in addition to developing fundraising events that would get them more media exposure. Pregnancy Matters would also like to invest in fundraising events such as a "Little Black Dress Party" and are going to be planning an anniversary banquet that will be held in the summer of 2015.

Due to the success of nontraditional marketing among these organizations, it is recommended that they continue to sustain their grassroots efforts and employ more nontraditional marketing techniques. With the rise in social media, and its low impact on budgets, utilizing social media efforts would be advantageous for their organizational success. For instance, Carbondale Community Arts could develop an Instagram account that would allow followers to view upcoming projects or submit an artistic photograph of their own. Other suggestions include guerilla marketing techniques due to their low cost and impact on target audiences.

Another challenge these agencies face is maintaining their funding sources. Kathy Baumann from S.T.A.R.T. stated that their dependence on government funding made her nervous for the future of her organizations. These agencies should consider implementing specific marketing campaigns to attract donors and volunteers. Allocating alternative sources of funding will only further the success of these organizations and help usher in a more prosperous future.

Conclusions

The increase in nonprofit organizations in today's marketplace has afforded the public goods and services that are beneficial to our society. The mid-20th century shift towards nonprofits based on "rights and responsibilities" has allowed the nonprofit sector to significantly increase in size and there is no sign of this trend stopping. Even though these organizations struggle to sometimes finding a stable place in the market, frugal financial planning and the nontraditional marketing methods they utilize has allowed them to find a sustainable niche.

Promotional planning has to be carefully assessed by nonprofits to ensure that they are maximizing not only marketing efforts but their budgets as well. This study shows that grassroots efforts are the most effective marketing tool employed by nonprofits. Grassroots efforts allow nonprofits not only the ability to communicate with their clientele on a more personal level but they are also cost effective. The services provided by the nonprofits interviewed were all based on improving the quality of life among the members of the communities they served which allows them their own position in the market. Their clientele all fit into a social niche, whether it is people with developmental disabilities, the elderly, victims of abuse, etc., which is why grassroots efforts can have such a solid impact on their market segment. All of the organizations interviewed believed that grassroots marketing had the biggest impact on their target audience. Whether it was hand to hand flyering, or word of mouth promotion among the members of the target audience, it is clear that these efforts have the biggest impact. The increase in social media and the internet has afforded nonprofits the opportunity to utilize other free forms of marketing.

Traditional methods of promotion were not as popular due to costs, but press releases, local news segments and brochures were still utilized by the groups interviewed as a popular

promotional tool. Nonprofit organizations should study their market segment and resources available in their communities to see if other forms of traditional marketing may be available for their use. The organizations interviewed felt as if their local media outlets were supportive of their cause and wanted to help promote their goods and services to the members of their communities. Smaller, rural nonprofits should evaluate their tools and resources adequately in order to develop a marketing mix that will be effective and cost efficient.

Funding is another issue that rural organizations have to be considerate of. Only one of the agencies interviewed depended on self-generated profit as well as government funding and public donation. The other organizations relied on a mix of government funding and public donation. To ensure the future of their agency, rural nonprofits should develop a funding model that is diverse in nature. They must use all resources that become available to their organization. Modifying their promotional efforts to pursue not only their target audience but their potential donors and volunteers would be highly beneficial. These organizations have to appeal to their three target audiences effectively to ensure that their agency remains relevant in the marketplace. Government funding and public donations are unpredictable. Utilizing their volunteers, developing unique fundraising opportunities and networking are vital to ensuring that these rural agencies will have access to the monetary resources needed to continue their operations.

There were limitations to this research that inhibited the process. There were no additional resources or funding received to further expand the study and to help with the in depth interview procedure. Time constraints prohibited the amount of organizations availability and opportunity to interview. Sample size was also affected due to geographical limitations.

Suggestions for further research would include incorporating examining the differences between for profit organizations and the nonprofit sector. Expanding the sample size to include

national nonprofit organizations would more accurately illustrate nonprofits on a national level. Integrating the target audiences of these nonprofits and their perceptions of the promotional strategies utilized by the organizations would demonstrate the effectiveness of the promotional campaigns. Expanding the geographical limitations would provide a better sample size and would allow researchers to gain a better comprehension of nonprofit promotional trends.

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Appendix A

This is an example of the cover letter received by each in depth interview participant.

Dear Participant:

I am a graduate student seeking my Master's degree in the Department of Mass Communication and Media Arts at Southern Illinois University Carbondale.

The purpose of this interview is to gather information about local nonprofit organizations and the promotional efforts they utilize. The questions asked during this interview will ask for your opinion about the specific nonprofit that you represent and the promotional tactics that your organization employs. You are one of six participants in this study. For the purposes of this study, you will not be personally identified.

This interview will take between 45 minutes to an hour to complete and audio will be recorded. All of your responses will be kept confidential within reasonable limits. Only people directly involved with this project will have access to the recording of this interview. The recordings will be stored in a protected location. Upon completion of this project, the audio recordings will be destroyed.

Questions about this study can be directed to me or to my supervising professor, Narayana Iyer, Department of Journalism, SIUC, Carbondale, IL 62901-6601.

Phone (618) 536-3361

Thank you for taking the time to assist me in this research.

Katherine E. Foley

618-534-8809

Kfoley0420@siu.edu

“I agree _____ I disagree _____ to have my organization referenced in this study.”

“I agree _____ I disagree _____ that Katherine Foley may quote me in her paper.”

Participant signature and date

This project has been reviewed and approved by the SIUC Human Subjects Committee. Questions concerning your rights as a participant in this research may be addressed to the Committee Chairperson, Office of Sponsored Projects Administration, SIUC, Carbondale, IL, 62901-4709. Phone (618)453-4533. Email: siuhsc@siu.edu

Appendix B

Interview Questionnaire

1. Name of Organization:
2. Mission Statement:
3. Year of foundation:
4. Target Audience:
5. What counties does your organization serve in southern Illinois?
6. What services do you provide your clientele?
7. How do you generate funding?
 - a. Are you sponsored by government funding?
 - b. Are you sponsored by public donations?
 - c. Are you sponsored by both public donations and government funding?
8. When appropriating funds, what does your organization consider its first priority?
9. How much money does your organization allocate for promotion and marketing strategies?
10. Of the funds allocated for promotion and marketing, what is the percentage of funds that are actually used?

11. Does your organization employ someone to specifically handle promotion? (i.e. media planner, public relations specialist, etc.)
12. Do you feel as though your past promotional efforts have secured your organization with a stable position in the marketplace?
13. What type of marketing techniques does your organization use?
14. What seems to be the most receptive form of promotion that your organization utilizes?
15. Of the following promotional techniques, which techniques are implemented in your organization?
 - a. Cause related marketing:
 - b. Branding:
 - c. Grassroots:
 - d. Social Media/Website:
 - e. Traditional Media:
 - f. Non-traditional Media:
16. Does your nonprofit organization compete with a similar service that is privately funded?
 - a. If so, is there more than one competitor?
 - b. Do they operate in the same geographic area and serve the same target audience?

17. When measured to your competition, do you feel as if your organizations promotional efforts are comparable?
18. Are your establishments promotional efforts hindered because it operates as a nonprofit organization?
19. In your opinion, do you think that your organizations clientele would increase if you were able employ more promotional tactics geared toward your target audience?
20. What types of promotional efforts would you like to see your organization attempt in the next twenty four months?

Appendix C

Transcripts

Interview #1:

Carbondale Community Arts

Interviewee: Executive Director Nancy

February 24, 2014 at 10:00 am

Katherine: Does your organization have a mission statement?

Nancy: Our mission statement is that we are here to cultivate and celebrate the arts and to celebrate creativity in our community.

K: When were you founded?

N: 1987

K: What would you say your target audience is?

N: All visitors to Carbondale primarily and then secondarily the entire population of Southern Illinois the southernmost 22 counties.

K: So with that being your target audience you said the 22 most southern counties.

N: well, it's a re-granting program and through that we use money that we raised money from the state of Illinois and Arts Council so that program serves all 22 counties. Obviously we don't serve all 22 counties but we offer technical assistance to small arts organizations throughout the area.

K: I didn't know you had such a large reach, that's good!

N: I wish that we had more (inaudible).

K: I think that's where a lot of non-profits stand—you need that push. Besides that particular program, what other services do you provide the basic main things that you provide?

N: There are several different simultaneous programs offered through CCA. We manage curated galleries at the center which is an opportunity for local and regional arts to their work and an opportunity for people who are coming to see to be exposed to new careers in visual arts, sometimes humanity. All sorts of things go up on the wall there, Sarah's responsible for that, and the program that we are about to, that we're in the middle of right now, "Poetry Out Loud", is a pre-curricular opportunity for high school students and teachers embrace the curriculum to explore poetry, to memorize poems, so that they can then perform poems to compete for scholarship dollars on the state and national level, the National Endowment for the Arts at the national level, and then there are about 7 regional competitions and we are one of those, so our organization does not have a parent like the ones we spoke about, but we do have some opportunities to work with like organizations through state and national channels so to clarify that, um, the next big project that we'll do after Poetry Out Loud is an annual fundraiser which is also a design exhibit. Every year we ask area artists to sponsor a team although it is mostly a fundraising opportunity for us it is an interesting engagement for local artists. This year everything is going to be "chairs". The name of the auction is "Please be seated" and it will take place this spring at the Student Center on campus.

K: O.K.

N: In the summer most of our efforts will be beginning now with the audition process. Many of our efforts are devoted to the main project which will all over from the southern part of the state to the intensive month of coursework, rehearsal and music theatre, and particularly if we have students from the 10-15 high schools in the region who work together with pretty intensive training, uh, this is a partnership with “McLeod Playhouse” and they do a show, they perform music theatre production that is the last show of the season, we did Cinderella, Peter Pan. We’ve done, I think this has been our 17th year it’s a wonderful opportunity for kids from all over the region to work together instead of competing. Every fall or almost every fall we also do any public arts program that changes from year to year depending on what opportunities present themselves so we’ve brought to Carbondale several auditions as it were of from the Smithsonian Museums on Main Street Program. We’ve done “Chautauqua” which is locally produced. Do you know what “Chautauqua” is?

K: No I do not know about Chautauqua.

N: Chautauqua’s more in the early 20th century. Opportunities for people in small, rural communities to learn about public affairs, humanities, arts all sorts of things from travelling presentations. The original Chautauqua’s who were in Chautauqua is a place in New York, a community in New York, where actually it was where Methodists Sunday School teachers go back in the 19th century to learn about stuff so it became then public art education, I guess, but not necessarily only arts so when we do Chautauqua’s big and gateway to life scenes and then the next thing you knew there were movie theatres so Chautauqua’s were maybe one of the first opportunities for public intellectual and artistic convenience. So Chautauqua’s tend to be presentations from history but people who are in particular time in history. We haven’t done those for a few years. But we’ve done many of them usually in the summer. I’d like to pursue

them again. We access help from humanities. In 2014 the theme will be Civil Rights. This is the 50th anniversary of the Civil Rights Act of 1964. We also do Public Art Initiatives. CCA initiated the Downtown Banner Program. Now they are promoting SIU. We put major art installations at the entrances of all the schools. When you talk about our target audience we have a huge association with the youth.

KF: How do you generate your funding? Is there government funding?

N: We have been fortunate to get grants from the City of Carbondale for many years and that constitutes maybe 25-40% of our funding, and is always in jeopardy and you never know one year to the next if that money will be there. That has been a great source of support for us. We try to make the community attractive, in return. We also receive funding from the Illinois Arts Council, that constitutes another 1/3 approximately, but the majority of that money from the Arts Council is very specific. And then the remainder of our funds comes from corporate and private donors.

KF: What is your first priority when it comes to funding?

N: Sustaining the program year to year.

KF: Does your organization allocate for promotion and marketing strategies?

N: Project by project we do. Everything that we undertake has a budget. We also take advantage of partnerships and are able to get a lot of media support around here. We like to take advantage of opportunities that don't cost money.

KF: Grassroots, yes.

N: We're still not doing as much as we should with social media and we have a web site that needs some work, but we're getting ready to do some more in terms of time to work on the web site. And when we get unexpected money our way we will funnel it to projects revamping our website.

KF: How much do you spend on marketing?

N: Less than 10%.

KF: Do you employ someone to specifically handle promotion?

N: There's one person on staff part-time who we're trying to funnel most of these responsibilities toward, and it doesn't work out usually because she is part-time and things have to be done 24 hours/day. We also have a very engaged Board of Directors and we have volunteers who do this for us.

KF: Do you feel as though your past promotional efforts have secured your organization with a stable position in the marketplace?

N: I would say yes but we realize we need to double our efforts because a number of people in the community don't know anything about us. People who seek us out, however, are probably our target audience. We do focus on youth also.

KF: What type of marketing techniques does your organization use?

N: Right now 100% of our marketing is Project based. We do publish a newsletter electronically. And then we beg, borrow, and steal space in the daily newspapers, and the press releases we send out to everyone we can. And we do the Facebook thing, and that's probably about it.

KF: Instagram would be great for your organization. Pinterest would be good also.

N: We do use that. It's a private Pinterest page.

KF: Do you do radio ads, billboards or anything like that?

N: We did bring a rock & roll band to Carbondale last year. I can't remember them now. They travel with Pink Floyd. They're really good. We were hoping to use this new opportunity to broaden our base. So we did have radio coverage of the event.

KF: Does your non-profit organization compete with a similar service that is privately funded?

N: I don't think there are too many competitors for what we do. There are one or two galleries in town but here there aren't enough resources to develop a demand. We're all working together.

KF: Are your establishment's promotional efforts hindered because it operates as a nonprofit organization?

N: It's hard to say. If you open a new business you have to be able to capitalize yourself for 5 years to start making money. It would be a wise investment for us to double our staff we don't have operating reserve to do that for it to catch up. That's a long time to wait. We are moving into a space of our own.

Interview #2:

Specialized Training for Adult Rehabilitation (S.T.A.R.T.)

Interviewee: Executive Director Kathy Baumann

February 24, 2014 at 11:30 am

KF: What is your mission statement?

KB: Offers Life Skills training, recreational, and everything we do is centered on enhancing quality of life.

KF: Can you tell me the year of your foundation?

KB: The year it was incorporated? 1968

KF: Can you give me a brief statement of your target audience?

KB: Individuals with developmental disabilities who reside mainly in Jackson County. Primarily, those located in Jackson County. We have two outreach programs that serve, one, in the lower 9 counties of Southern Illinois which is our Youth Initiative Program. Then we also have a service facilitator for home based support within an hour driving range of Murphysboro but that's for the home based program and then the youth program is the lower 9 counties.

KF: It sounds like you guys are very busy. What type of services do you provide your clientele?

KB: Life Skills training called Developmental Training, Residential, (in Jackson County we have six home-based support services). The state of Illinois gives us stipends and then we facilitate with the families, how they can spend that stipend within the home and how they can keep the individual with the disability in the home-setting instead of in institutional care.

Vocational, we have several janitorial contracts and programs and then we have a sheltered workshop where we offer employment. The difference in the training program is that if they leave they don't get to draw unemployment because it's a training program. And then we offer through the "Youth Transitions" any student who's in high school or going into college that's disabled we can offer support so that they can make the transition from high school into college and then don't let anything keep them from completing. That's the youth initiative, Youth Transition Services, that's what we call it.

KF: What are your agency's priorities?

KB: We reduce barriers, such as we give gas cards so to help with transportation. We're targeting 100 (?) kids with disabilities in the lower 9 counties. We may have added Perry, Perry, Johnson, Jackson, Williamson, Pope, Hardin, Johnson, Massac, and Pulaski. We're working with John A. Logan, SIU, and Shawnee Community College. Now we've entered a little bit into Harrisburg.

KF: The SIC district? That's awesome. You're growing. So the next question is how do you generate your funding? Through my research I've found that most non-profits are funded through the government or they receive public donations, or a mixture of both.

KB: I can get you a booklet; I think it will help you. And last, I think I'm right, but 80% is state funding and then probably 1% is donations, and then the other 19% is self-generating which is contracts and vocational opportunity that re-generates the income for that. The book will have 3 years of data and then it tells you how much we pay out in salaries. It's broken down into 5 or 6 categories, not real detailed but the highlights.

KF: That's a nice blend of where the money's coming from.

KB: 80% from the state is not a good idea so...

KF: When you appropriate your funds what would you consider your first priority?

KB: Salaries.

KF: Of your money, how much do you allocate for promotion?

KB: umm, very little. Probably, our last budget was under 4 million and if I were to guess, I'd say we spend a couple thousand, if that.

KF: You allocate, less than 1%, you'd say?

KB: Yes, it's maybe 4,000 dollars.

KF: I understand, then the funds, are they physically all used up?

KB: Like the Youth Initiative has money allocated in the grant that allows us for give always as we do things within the organization itself. As far as money for promotional items we do we have brochures that we print ourselves because they're constantly changing, evolving. The Facebook page that shares information, of course we don't have to pay for that. Newspaper ads for local events we, like buy an ad for the chamber paper, something like that, we depending geographically on where we're located. Sometimes we'll put in an ad at Christmas saying thank you for supporting us this year, very minimal.

KF: Do you have a media person, a public relations person that you employ?

KB: No.

KF: So since your staff takes on multiple responsibilities to ensure that promotion is happening.

KB: I'd say yes but we recognize it as in part of our strategic plan that marketing is an area where we need to improve. You'll find it in our agency goals that marketing is an area that needs to improve. It's the duties of all the managers to make sure that happens. I think to get our agency goals. I think we're supposed to hit five places in the course of a year in some type of community event so that we're more visible, that people see us. But if you think of 5 events that's one every 2 months.

KF: And the success of the event has a huge impact on how much the word about your organization is spread.

KB: We're probably the best kept secret unless you need us. You see the buses around town and they have no idea, and then you see the acronym START. And they know where it's located—it's over there on 13th Street. They've got several buildings, but I don't know what they do.

KF: I have a pretty good idea except for how the whole organization is run.

KB: We're the best kept secret. One of the goals of the organization is 50% of our income not coming from the state. And for us to hit that other 30% mark of what we generate now. It would require a great deal more from the community and by them becoming aware of the foundation or people could leave money to the organization. Most people don't realize we're a not for profit. They can come here and get a tax write-off by giving to us.

KF: Perhaps we should do some brain-storming. That's what we did at my last interview. So with your marketing techniques, you do attend an event every 2 months? Five events per year?

KB: Yes.

KF: And then you do some traditional media like placing ads?

KB: Yes. We have a Facebook page. But because of confidentiality, social media for us would be tricky.

The state of Illinois about 3 years ago on our brochure where we used to have pictures of the homes, well we didn't place the address but we were told to take them down off Facebook, we had to take them off brochures because technically you could drive by the home and if you recognized the home you'd realize that a person with a disability lived there. It would be a violation of confidentiality so we had to take it off. And the Confidentiality and Disability Code was written in the '60's so it doesn't address this specifically.

KF: Do you think they'll update that?

KB: At some point but the state has x amount of dollars and it's not a priority now.

KF: Working within the realm is very difficult. What's the most receptive form of promotion that your organization utilizes?

KB: Ads in the paper I don't get any feedback on unless a board member sees it. I don't see a lot with that. Maybe Facebook that you see with the "likes", clients tend to go to that page to see if their picture is on it. We don't do a lot so I don't see a lot.

KF: Do you compete with a service that is privately funded?

KB: No but we compete with other agencies that are funded like we are. When I said that we were in Jackson County in the '60's when we were set up and we were the only game in town. Now there are three providers that compete for the services in Jackson County. There's START, there's Our Directions that is privately owned but they're in the same funding mechanism and

they're in Herrin, and there would be Progress Report in Carterville. Progress Report, on Friday, was the Unsung Hero because they collected money for the Polar Bear Plunge. It showed their facilities, it talked about some of the jobs they had.

KF: They got a lot of free publicity.

KB: Kudos for them! You just appreciate those moments. I serve on a committee with Judy Barr Topinka. She established a program called "Illinois Cares" this past year for nonprofits where you put them on top of the feeding change where they could get their money ahead of the private sector because not for profits have taken so many hits the past 5 or 10 years and she felt many more hits and they would be out of business. And so as on that committee I got some phone calls from some local stations asking how I felt about being on the committee and how it works, so sometimes you get some "snags". We tried to get a marketing student to come over and do some stuff but we weren't successful because we don't have a person on board but for someone to do an internship it would be difficult.

KF: Because you're a non-profit do you feel that your promotional efforts are hindered?

KB: I told you I spent most of our money on staff and staff salaries. Honestly as a business person, where I'm going to come up with more money for Obamacare, the Affordable Care Act, than I am on about marketing our program. However if I were to flip that coin to realize that in 50 years I'm going to have to come up with an additional \$100,000 it's not going to come from the state. So I'd spend my efforts trying to figure out how I'm going to come up with that \$100,000. Most organizations similar to ours, the director wears many hats, and I guess I'm the promotional person, whether I go out visibly to part of the community that does things. You try to make yourself visible. But one person is very limited. We solicit vendors, anyone that we

do business with of over \$100,000 a year, we solicit back from them. There'll be a letter campaign asking them specifically for client activity use, and we do a big Christmas traditional dinner. We bring in about 225 people here and 100 staff. So when you feed 325 people it takes a production. And so we ask from our vendors, we're doing a Christmas party, a Thanksgiving dinner, and recreational activities and we usually get gifts from our vendors a business that may donate a free pizza to somebody who will give 4 or 5 hundred dollars on average, that's where I said that 1%, that's where we get that from.

KF: Do you think that your organizations clientele would increase if you were able to employ more promotional tactics geared toward your target audience?

KB: I'm going to say yes and no. We receive \$708 tax dollars that come from property taxes and they sustain some of the people who don't meet the disability criteria and that is unmatched through Medicaid. The state's going to be very cautious. I mean the state's not bringing in a lot of new folks. People are on waiting lists now for services here. Before, ten years ago, you could come in, knock on our door, we had a grant that served the community, and we'd be able to say, if we had an opening, come in. Most of the time as agencies, we took them in because that's just what you did. The state took away those grants, now everything is Medicaid funded. Therefore I can't bring Johnny in over here and offer the same service to Johnny that I offer over here because I'm frauding Medicaid. If I bring them in I have to bring in the same amount of money for each one. That's why I said yes and no. We receive 4 day programming; we receive \$ 10.19 an hour with a maximum of 1,100 hours per year that we can bill. That would be the money I'd have to bring per person. A lot of people think that our services are the state's responsibility. It's evolved through time. This organization was first set up by parents of children with disabilities. They wanted it as a recreation for after school and recreational activities and now

evolved to the many different facets you see but at one time when factory work was more abundant, we had a very outstanding vocational program but as factories closed down and finding competitive work has been a challenge.

KF: Do you think, being a citizen of Murphysboro, as so many factories have closed, do you see any sign of more job support?

KB: Everything now is more skilled workers. It's amazing how some of these things like TAFTA, you're seeing China decline right now because of the smog and other protections that we have, and you see Walmart pushing back, America First, who knows. I think it's like a pendulum. And if it swings back where factories become more abundant in this area then you would have the opportunity for this organization to generate more funds for a vocational piece. It's amazing how it all fits together.

KF: What types of promotional efforts would you like to see your organization attempt in the next 24 months?

KB: I think a little bit longer term, like 5 years. If anybody in Jackson County would say START I'd like for everyone to know what it meant, who it meant.

KF: Name recognition? Brand recognition is what you mean.

KB: On the web page I can provide them with all the feel-good stories, those Polar Plunge stories exist here, but how do I convince person A with that warm story to convince someone to take that \$ out of their pocket and put it here. I see fundraisers on the horizon. For us, only because costs continue to grow. And the state of Illinois' is upping their cost of living adjustments. I've been here since 2006 and the rate of pay has not changed. And minimum

wage has gone up twice. For survival I have to make the pie change. As the state came in parents backed out...

Interview #3:

The Women's Center, Inc.

Interviewee: Developmental Specialist Sandy Ursini

February 24, 2014 at 1:00 pm

KF: As we discussed earlier, your organization is called the Women's Center, and I see that your mission statement is written on your brochure. So that is to end domestic violence and sexual assault against women and children in S. Illinois and to assist survivors of these crimes and their non-offending significant others. Right?

S: I try to get that on every piece of information that leaves the Women's Center so that people know exactly what we do and why we do it.

KF: Can you tell me the year that your foundation was formed?

S: 1972, November of '72, so 41 years. It's one of the oldest centers in the country. There's another center in, I believe Paducah(?).

KF: What is your target audience?

S: For services or building awareness? For services we help everybody. We physically shelter, we have our domestic violence shelter, a 40 bed shelter for women and children and young boys up to age 15, after that we do have to refer the young men elsewhere, even if they're here with a family. We try to get word out to women and children who are in tense situations/ possible harm. The other program that we have is our Rape Crisis Program. In this program we work with men, women, children/adolescents, but those services, we just try to get the word out to everyone who could ever need our services.

KF: Are those the two main realms you focus on? (Yes) What counties do you serve in S. Illinois?

S: We serve 7 counties, Franklin, Jackson, Johnson, Perry, Saline, Union, and Williamson.

KF: Specifically what services do you (inaudible), you have a domestic violence shelter and a rape crisis program?

S: In (inaudible) we provide shelter of course, food and clothing, medical and ? advocacy. We do individual counselling, group counselling, counselling for children. We have case management, parenting classes, children's programs, and transitional housing so when a client is ready to move out of the shelter but can't afford an apartment, utilities all on their own yet they move to transitional housing where we keep the rent lower and things that help them get out in the world, help them build credit, get involved in those services on their own eventually. So we have transitional housing which includes furnishing and everything they need to set up a house.

KF: That's for domestic violence, right? So far the rape/crisis program what kind of services?

S: Oh, we also do Orders of Protection and education, public education. For Rape/Crisis we do a lot of the same things but we don't provide shelter. But we have a counselling group and individual counselling. Medical and shelter advocacy, crisis intervention, a lot of public education, professional training, transitional living, food, referral services. Perhaps if they go to St. Louis, we can help support them. We have a hot-line—we have 24 hour support system.

KF: So this is where we get into the funding questions, how do you generate your funding and then are you sponsored by government funding or public donations? What percentage is government and what is public?

S: Both but I'd say 96% is government, and that's federal, state, and local. We get some funding from the city of Carbondale that comes up for renewal and we get money from Jackson County and some from Perry County (but I'm not sure). Our director does a lot of grant work and she writes grants. And I do fundraising, we have a fundraising budget. The fundraising goal is \$115,000. Our year runs from July 1 to June 1 and we have already exceeded that.

KF: So the 4% would be fundraising?

S: Fundraising and grants.

KF: When you do look at your funding and when you are appropriating it, what does your organization consider its first priority when it comes to funding?

S: Keeping the doors open. Our goal is to always make sure that the shelter is open. I mean the "Center" is open.

KF: How much money does your organization typically allocate/pay for promotional and marketing strategies?

S: I think I have \$8000 this year. Out of a 1.2 million dollar budget. That's less than 1%.

KF: Do you spend all of that money that's allocated for marketing then?

S: No, I never spend all of it. In 6 months I spent \$1700. So about \$4000 for the whole year. About 50% of the budget.

KF: So you're the Developmental Specialist so you oversee the promotions?

S: RCS will handle the things they have going on, Domestic Violence will do the same, I help them more than I help RCS. It's just coincidental, they need more help. Jan Freitag is our Prevention Educator. She handles our Facebook Page.

KF: Anyone on the Shelter side do it?

S: Sheila Frampton, she is education and everything else on that side. And she will do some promotional things. I tend to help the children's programs a lot. I do all the press releases. And I take care of our web site.

KF: Do you feel as though your past promotional efforts have secured your stable position?

S: Oh, yes. I can give you two examples. I was at a meeting this morning and ran into someone from Southern Illinois Fundraisers and he said "I get e-mails from you all the time". And in January we were at River Radio doing a promotion, Feb. 7 was our big fundraiser of the year, and we were doing radio spots with the DJ's and the same exact thing happened. I went in to meet one of the guys and that's what he said to me. People are getting to know who I am, I've been on TV a lot. People recognize me, they recognize my name. And they put it with the Women's Center. I'm a marketing person, this is my product. And I have to get my product out there. There are slow months but I try to get us in the newspaper every month. The other way is to make presentations to organizations and churches.

KF: What type of marketing techniques does your organization use?

S: Free. I use as many free opportunities as I can. So I do e-mail blasts, I do public service announcements. I do a mailing every other month to a specific list of our donors. That one does cost money because I have to pay postage but I use bulk rate and the paper, so this has some

expense tied to it. I speak at a lot of engagements, anywhere where I can get people to listen to me.

KF: I notice that you have a lot of posters at SIU in the restrooms and I think those are very effective.

S: A lot of that is RCS's efforts. We really try to blanket the campus. Women 14 to 24 are at highest risk for violence. Especially with all the rape and drugs so we really try to make our presence known on campus.

KF: My sister-in-law is a police dispatcher and when I've been at the police station I've noticed your flyers there.

S: That's the goal. We also try to get our information in all the emergency rooms.

KF: What is your audience most receptive to?

S: There's really no way to gauge that. This is anonymous. We get the word out and we don't necessarily know how they got to us. That may be something that they keep track of in the specific programs but it's not something I have information about. When people need our services they don't necessarily want other people to know. The e-mails generate interest in the events we have. And we get a very good response at the end of the year to our annual appeal. We do two newsletters a month. I put a wish list in it. People usually respond to those.

KF: So you use cause/related marketing? And you use branding as well. And since you use a lot of word of mouth you also use grass-roots mkt.? You have social media? And you also use traditional and non-traditional forms?

S: I did a cooking segment on Channel 12 in the kitchen here to promote our Taste of Chocolate event but also to talk about the Women's Center.

KF: How many events do you have per year?

S: Three. The third is the Little Black Dress Party. A community member puts that on for us but we benefit. Those three are our main events. Then sometimes community members put on events for us and we don't even know about it until they show up here with a check or they have a food drive or a blanket drive. We don't know about it until it shows up. In November we have the Women Together Run, a 5 K and that's put on by the River To River and they give us the proceeds. And then the InterFraternity Council puts on a "Walk a mile in her Shoes" which is a march in which the men wear high heels. They march from Shryock up to the Pavilion. It's a small fundraiser but that one is all about awareness. It makes the men on campus more aware of domestic violence and sexual assault and helps stop the cycle of violence. In the spring we have Sexual Assault Awareness month in April. And in October we have Domestic Violence month. We also have the Clothesline project. It's a national program. One in three women will be assaulted at one point.

KF: Do you have a competitor in the area that is privately funded?

S: I don't think so. There is a shelter in Saline but we don't do that in Saline. There's one other that has a shelter but we don't work in that county. Our Rape Crisis Program is in 7 counties but we don't have a shelter there.

KF: Therefore you don't have to compete with another agency. Do you feel that your promotional efforts are prohibitive or hindered on some level because of your status as a non-profit?

S: We just have to be creative in how we get the word out about us. Let me show you the Taste of Chocolate. I now send a brochure to donors. At our Little Black Dress Party we give out little bags to people and I make sure that there's a card in them with our phone number and other information. I send out save the date cards, etc. I try to think of new ways all the time. We can't function without our volunteers. We have them everywhere.

KF: Do you think that your organization's clientele would increase if you were able to employ more promotional tactics geared toward your target audience?

S: I think so. It's all about making people aware that we're here and that we can help. It's like putting the brochures in the restrooms. There's a whole group of women who will go to the bathroom. Not only does it bring clients here but it brings volunteers.

KF: What types of promotional efforts would you like to see your organization attempt in the next 24 months?

S: I'd like to take what we have and increase it. I'd like to be in more churches. I'd like more speaking engagements. I'd like everyone in the world to invite me to come and talk to them. People don't realize all the programs that we have here.

Interview #4:

Carbondale Main Street, Inc.

Interviewee: Executive Director Meghan Cole

February 28, 2014 at 11:30 am

1. Name of Organization: Carbondale Main Street, Inc.
2. Mission Statement: (I usually say, in a nutshell, our mission is to improve and promote downtown Carbondale, IL)
 - a. Carbondale Main Street's mission is to enhance and promote the economic and social vitality of Carbondale's Main Street district through the ongoing cultivation of a unique and quality atmosphere that attracts businesses and shoppers to our downtown. Through the combined efforts of the Board of Directors, the Executive Director and the many volunteers on four committees, we cultivate this atmosphere in the following ways:
 - i. Promote consumer and pedestrian traffic by implementing special events, festivals and marketing campaigns that bring more people downtown.
 - ii. Design public streetscape and beautification projects which reflect the diversity, talents and character of the community.
 - iii. Focus on the economic structuring of the business, retail residential and entertainment sectors to produce a healthy economic mix.
 - iv. Organize opportunities so that the whole community can participate in contributing to the enjoyment, health and economic wellbeing of the heart of Carbondale... The Main Street District.

3. Year of foundation: We were formed as a volunteer group in the 80's under the name Uptown Carbondale. We were incorporated as a 501 (c) (3) in February of 1989. In 1996, after becoming a designated National Main Street community, we changed our name to Carbondale Main Street.
4. Target Audience: All of our programs focus on one or more of the following groups: the mature community at large (this includes permanent residents, families, young professionals and those community members that live, work and spend money within their local economy), SIU students and parents (we continue to grow our relationship with SIU, working with many departments to drive student traffic downtown), and Carbondale visitors, including the regional community (history, and sale tax figures show that the majority of dollars spent in Carbondale come from outside the 62901 area; showing that our community offers unique businesses in the downtown is very important).
5. What counties do serve in southern Illinois? We serve only the downtown district of Carbondale, in Jackson County.
6. What services do you provide your clientele? Design services (architectural drawings, expertise, etc.), landscaping services, long term economic development planning for the district, event management, retail promotions and press work.
7. How do you generate funding? That is very complicated...as a part of National Main Street program, the model for our funding is 1/3 from City municipality, 1/3 from the public or our own fundraising, and 1/3 from the property owners or businesses in our district. We get money from the City (currently \$60,000 in total), part of which is a

contract where we handle all of the downtown landscaping for the City. We get money from the public through both donations and money that we raise through fundraisers and events downtown. We get money from the property in the downtown district through an SSA tax (Special Service Area tax). This tax is not placed on the public, only on properties in our district which have continued to see their property values raise since the tax was implemented. It's not a perfect 1/3, 1/3, 1/3, but it is close to the model.

- a. Are you sponsored by government funding? Yes
 - b. Are you sponsored by public donations? Yes
 - c. Are you sponsored by both public donations and government funding? Yes
8. When appropriating funds, what does your organization consider its first priority? We do so many projects that it is hard to say. I would say we are a very conservative organization and focus firstly on operational costs (what does it cost for us to exist) and then move onto programming from there.
9. How much money does your organization allocate for promotion and marketing strategies? Again, we do so many types of marketing and promotions that it is hard to say. Our advertising budget is \$5000 but many of our fundraisers or other programs double as marketing events for our district. I would say that marketing is a part of everything that we do, even when printing our informational maps of the district. I can give you a copy of our budget...
10. Of the funds allocated for promotion and marketing, what is the percentage of funds that are actually used? 100%

11. Does your organization employ someone to specifically handle promotion? (i.e. media planner, public relations specialist, etc.) Both of our full time employees have degrees in Public Relations, which speaks to the kind of work we do...we also have interns (anywhere from 2-6 per semester, and often some are from the PRSSA or Marketing)
12. Do you feel as though your past promotional efforts have secured your organization with a stable position in the marketplace? Yes
13. What type of marketing techniques does your organization use? Social media, branding, traditional advertising, public events which are often free to the public to draw people to our area, marketing materials like posters, maps, handouts, etc.
14. What seems to be the most receptive form of promotion that your organization utilizes? Hand to hand marketing, hands down. (Pardon the pun) Grassroots flyering and communication efforts face to face generate the most participation and generate others helping to promote for us.
15. Of the following promotional techniques, which techniques are implemented in your organization?
- a. Cause related marketing: Yes
 - b. Branding: Yes
 - c. Grassroots: Yes
 - d. Social Media/Website: Yes
 - e. Traditional Media: Yes

- f. Non-traditional Media: Yes
16. Does your nonprofit organization compete with a similar service that is privately funded?
- a. If so, is there more than one competitor? No
 - b. Do they operate in the same geographic area and serve the same target audience?
No
17. When measured to your competition, do you feel as if your organizations promotional efforts are comparable? N/A
18. Are your establishments promotional efforts hindered because it operates as a nonprofit organization? I suppose in terms of funding, but the nature of our work is promotional efforts. There could always be more money, but I think that our model has been proven in other communities and in our long history.
19. In your opinion, do you think that your organizations clientele would increase if you were able employ more promotional tactics geared toward your target audience? Sure.
20. What types of promotional efforts would you like to see your organization attempt in the next twenty four months? A phone app, which we are currently working on.

Interview #5

Pregnancy Matters

Interviewee: Marsha Perfetti, M. S.

February 28, 2014 at 11:30 am

KF: Obviously the name of your organization is Pregnancy Matters. What is your mission statement?

M: To educating and empowering and encouraging women to make healthy choices about their pregnancy, and their relationships or sexuality. So basically what that means once they know that they are pregnant to choose not to drink, or smoke, eating better because you're eating for two. We give them pre-natal vitamins so they can start taking those, and if they test negative for pregnancy we talk to them about prevention efforts, exposing them to STD risks, pregnancy and things such as that.

KF: What year were you founded?

M: January 1980 is the year we were founded in Carbondale. And then since that time we have opened in Marion, Pinckneyville and Anna locations. I'm going to give you this brochure with their phone numbers and contact information.

KF: What would you say your target audience is?

M: Well, women of reproductive age, so we see girls as young as 13 and we see women as mature as 50. Sometimes when they come to us they think they're going through menopause because they're not having a period, they're not sure that they're pregnant, but they still come in for some services.

KF: What counties to you serve in Illinois?

M: We serve 14 Illinois counties, and those are listed in here, you'll see Jackson, Union, Perry, Williamson, Saline, Pulaski, Alexander, Johnson, Randolph, Massac, White, Pope, and Hardin. We don't deny services to people, if they're down here visiting and think that they're pregnant; we'll certainly help them out. A lot of students, though they're in Jackson County, a lot of them are from Cook County or from up north.

KF: Does income matter with your audience? Will you receive people who fall into any income level?

M: We do not have an income restriction. But people who make middle class or upper class incomes don't come here because typically they have insurance so all of our clients are on Medicaid or test eligible for Medicaid. So we're seeing people who are uninsured, often times people who are unemployed, many of them are in school but very few have access to health care resources.

KF: What services do you provide your clientele?

M: We have 4 basic branches of services: We have our counselling and crisis intervention services, so we do the pregnancy tests for them; we do prevention and crisis intervention. Sometimes the hospital will call us; we provided a car seat because a patient had a baby and didn't have any way to bring the baby home. So we have a grant from the Poshard Foundation that allowed us to purchase the car seat. We have a Limited Services Program. That program includes not only providing pre-natal vitamins but provides an ultra-sound service. Our ultra-sound machine, our warming bed are all donated by area hospitals. Our medical doctor, Dr. Humphrey, and ultra-sound techs are all volunteers that help us provide all our services free of charge. And then we have our Practical Assistance Program, which is our third branch of

services, to relieve any financial strain that the family may be facing. We provide maternity clothes, baby clothes, formula, diapers, wipes, bottles, blankets, infant necessities. And then finally we have our Educational Program. It is a monthly, parenting workshop and that is specifically for our single moms who do not have a support system and who are pregnant with their first child. Therefore this whole process is new a scary to them so they're meeting with people who are in the same situation as them and getting peer support, and we have leaders for the group to provide them with guidance and direction.

KF: When it comes to non-profits they're sponsored by government funding or by public donation, or sometimes by a mix of both. For Pregnancy Matters what would you say your primary source for funding would be?

M: Our primary source of funding is contributions from the community. The brochure that I will give you will show that community donations, there is about 52% of our total annual budget; our fundraising activities raise about 38% which is close to \$38,000 cause we have \$100,000 per year budget, and then our grants provide about 10%. Our grants provide food from the Southern Illinois United Way, The Poshard Foundation for Children, The Human Light Foundation. So basically private groups and foundations. We don't get any government funds currently. For many years our Prevention Program which was implemented in public schools was funded through a federal grant that was filtered through the states, and Illinois is one of few states that opted out of that so 30 agencies in Illinois lost that funding and that included us and that was our only federal or state grant. Currently, that one is not available to us.

KF: When you do appropriate your funds, what would you consider your first priority?

M: Well, obviously operations costs are a requirement. You can't ignore those. You've got to pay all your insurance, your utilities, your phone, and we only have two paid staff. One full-time paid person and one part-time paid person. Then we utilize the wonderful and fabulous SIU interns. We take interns from Psychology, Health and Social Work. Actually, Jessica, out front, is a Saluki Volunteer for intern so she's doing 30 hours, but then we have community volunteers, too. Everyone goes through a training program so everyone knows how to adequately help those who are coming through our door. But our wages part of our budget is actually low.

KF: So operational costs are number one.

M: The number two would be client supplies, which includes our pregnancy tests, our pre-natal vitamins which are purchased, and our ultra-sound supplies which are purchased. The gel, the covering for the exam bed, supplies like that. The majority of our infant needs are donated. We get new donations around Christmas time. Southern Illinois Healthcare does a big drive for us. Churches in the area will do a baby shower, and then when the babies outgrow things we encourage the girls to bring them back. So we give out gently-used items as well. So we don't have to spend a whole lot on baby items. The Southern Illinois Diaper Bank provides us with diapers. As I mentioned before, the Poshard Foundation will get us the car seats. So we don't have to use our own budget for that.

KF: How much money does your organization allocate for promotion and marketing strategies?

M: Not enough. Because when we lost our largest grant which was filtered through the states, part of that covered our promotions which included ads in the daily paper, the Daily Egyptian, ads in the Southern Illinoisan, our radio and TV ads so those immediately got cut. Now we still send out press releases, public service announcements. It's up to the media to run those, so it

would be free of charge, so we also lost funds for our ad in the Yellow Pages, but our target office is not using the Yellow Pages, so we do advertise online, we have our web site. We have our Facebook page which is free of charge. Not only is that free but you can gear it to who you want to see it, so that's more efficient than newspaper ads. Teenagers, college-aged students aren't really buying newspapers. They're looking online, so we are still doing some marketing and ads but the other is more economically feasible for us.

KF: How much do you think you spend on promotion a year?

M: In our budget we are limited to \$3000 to \$4000 so you're looking at only 3% of our annual budget. I don't want to say that we eliminated all our newspaper ads, because we have a fundraising walk-a-thon coming up and we do put that in the paper. That will be in the Carbondale Times, the Marion Republic, and the Southern Illinoisan. What we eliminated was our routine weekly and monthly advertisements for client purposes.

KF: Does your organization hire someone to handle promotion?

M: No. Unfortunately, in larger corporations you have someone in that department, but in the smaller local organization that we have you have less people doing more things. Like our social work interns, I tell them if they work here, you do a little bit of everything vs. if you go to the VA, for example, there is one area of work that you do consistently. They are two different experiences.

KF: Do you feel as though your past promotional efforts have secured you or organization with a stable position in the marketplace?

M: Yes. Every year we do a survey with clients in the fall of the year and we will have randomly 200 girls at the four offices fill out a survey that says “how did you hear about us”. The number one response in the 20 years that I’ve been here has been “word of mouth”. So “word of mouth” is huge.

KF: I would say that is a form of marketing, it is grassroots marketing.

KF: What type of marketing techniques does your organization use?

M: Newspaper, radio, TV, and then currently we’ve got website, Facebook page, and we get a lot of referrals from other agencies. We collaborate, for example, with Jackson County Health Department. We refer back and forth to each other, the other agencies in the area. And we try not to duplicate services. We refer to the shelters in the area, Department of Human Resources, and they all give us a call when someone in the area needs assistance.

KF: Which of these techniques is implemented into your organization? Do you do cause/related marketing?

M: I’m going to say “yes”. We promote events to raise funds to help us reach goals.

KF: And then your branding, your signage works, you have your brochures.

M: And we just got a new logo as well. One of our board members, her name is Ashton, she’s a marketing director for a facility in the area, and she developed the new logo for us. We have eleven board members and we use them for their specific skills. They’re all volunteers. We have attorneys, accountants, counsellors. Our marketing people include a Channel 3 news anchor, and so she helps us get the news stories out.

KF: The next one is grassroots and you've covered that. You use social media. You use traditional media, and then you use a website as well. You have a variety of promotional techniques.

M: We try.

KF: Does your organization compete with a similar service that is privately funded?

M: It depends on the service. For example, we are the only organization that I know of that provides diapers. That's not necessarily a good thing because it's difficult to provide everyone that needs them. Sometimes you have to tell people "no". Sometimes you have to limit because you don't want to create dependence. But pregnancy tests, for example, girls can go to their physician and get a pregnancy test, so I don't know if you want to call it competition, but that service is available elsewhere, but it's not available free. So if they have insurance, or want to pay cash, they can go somewhere else and get that. If they want it free, then they're going to be coming here. There are some places that offer pregnancy tests on a sliding scale, which means you can get it fairly cheaply, but you can't necessarily get it for nothing. So my answer is yes, maybe.

KF: Yes, then you are competing with different social services.

M: And medical facilities. A lot of the social services that we refer out to include the needs these girls have such as housing, homes, and energy assistance. Out at Logan they have a Perkins Grant and that helps them pay tuition and child care, books, transportation, so they can continue and get their degree.

KF: When measured to your competition, do you feel as if your organizations promotional efforts are comparable?

M: No, our competition, I'd say 90% of them, have a bigger budget and because they have a bigger budget they have more hired staff, therefore they can do more. We have a major fundraiser every March that is our Walk, and then for the past 2 years we've had a trivia night fundraiser. In fall we don't fundraise because that's the United Way Black-out period and they prefer that you don't fundraise when they are. They're fundraising for you. But larger organizations do fundraisers monthly rather than quarterly and that's because they have more people and money and are able to do so.

KF: Are your establishment's promotional efforts hindered because it operates as a nonprofit organization?

M: Yes. Our eligibility for many grants is challenging simply because our services are so narrowed. And honestly there's a lot more competition now. Our United Way grant has been cut the last 6 years. There's more competition for the money now. It's a tough field to be in.

KF: In your opinion, do you think that your organizations clientele would increase if you were able to employ more promotional tactics geared toward your target audience?

M: Yes.

KF: What types of promotional efforts would you like to see your organization attempt in the next 24 months?

M: I was just talking to my assistant director about putting something together such as a "Little Black Dress" Party. And every 5 years we have an anniversary banquet so in summer of 2015

we'll be having one of those, like a black/white gala, so we're in the planning stages of that. I would like to more in terms of fundraising, marketing and promoting. Our budget is \$100,000/year, most agencies you're talking to have larger budgets than ours. Most things are cyclical and we hope things improve.

Interview #6

Egyptian Area Agency on Aging, Inc.

Interviewee: John M. Smith

February 28, 2014 at 1 pm

KF: What is the mission statement of your organization?

J: We are in the business of providing services in the community that help older people remain independent.

KF: What was the year of your agency's foundation?

J: 1978

KF: What would you say your target audience is?

J: People over the age of 60, older people, and older people raising the children of their relatives.

KF: What counties do you serve in Southern Illinois?

J: Alexander, Franklin, Gallatin, Hardin, Jackson, Johnson, Massac, Perry, Pope, Pulaski, Saline, Union, and Williamson.

KF: What kind of services do you provide your clientele?

J: We are what you call a pass-through agency. We pass through federal and state money and give it to local senior centers and organization that actually provide services and then we monitor what they do with it. We do have a few services that we provide here, such as helping people with their medicare prescription drugs, and helping veterans with home care. Most of our services are sub-contracted out.

KF: The thing that we know about non-profit organizations is that they have two typical ways of generating funding. They're either sponsored by government or public donations, and they have a little bit of both. How does your agency get your funding?

J: Mostly federal and state and some local contributions and contributions by the people who receive the services.

KF: When appropriating your money, what is your organization's first priority? When you look at your budget what is the #1 thing on your budget that you want to take care of?

J: Most of ours goes toward services.

KF: How much money does your organization allocate funding for promotion?

J: Not really.

KF: In looking at your entire budget, what percentages of funds are allocated for promotion? It could be 1%....

J: Less than 1%. We do things among ourselves but we don't allocate any funding.

KF: Does your organization hire anyone to handle promotions?

J: No.

KF: Do you feel that your past promotional efforts have assisted in developing your reputation, holding your stable place in the market around here?

J: We really don't sell anything that you market yourselves. We don't fundraise, which you use to market yourself. What we try to do to market ourselves for the purpose of letting people know where to go to get services for older people.

KF: You serve as a data base for resources for the elderly?

J: Yes, that's one way to put it.

KF: Do you feel that promotion has helped with that? Or do you feel that it's more of a grassroots effort, word of mouth type of thing?

J: It's word of mouth, from satisfied customers. We have a web site and pass out brochures, we write newspaper articles, but we don't technically run radio/newspaper ads.

KF: You do have a website?

J: Yes.

KF: And then you do brochures, and grassroots efforts. And then when you do newspaper articles is it more press releases?

J: Yes, press releases, we did a series of articles about senior citizens, important information for them, stories about them, that kind of thing. Sometimes they're picked up, sometimes they're not.

KF: Of the things that you do, what method is the most effective in promoting word about your agency?

J: We got a lot of hits on our website, and of course, word of mouth has been very good. Our niche of Medicare, the social security office sends people when they have Medicare problems. It's word of mouth and the website. Brochures help out a lot.

KF: And I saw your website. You really have a nice website. Do some of the local agencies promote your agency as well?

J: Yes. 8-10 different agencies.

KF: Do you think you need cause/related marketing? Cause/related marketing basically means you can use what your agency represents to appeal to the empathy of consumers and your clientele.

J: Not really empathy. We market more towards providing important service. We're not looking for empathy. We do want people to know that when they're having problems they can come here or our agency will use some funds to get help.

KF: Do you use any branding-related materials, i.e., signage, like your logo on brochures, etc.

J: All of our brochures, cards have the little pyramid on them.

KF: That's definitely a yes. And then you did say that you employed some grassroots efforts, word of mouth, etc.

J: Yes. And volunteers.

KF: Do you use any social networking?

J: No, I guess I'm too old school, no Facebook, Tweets, I've seen the case made for that but we just don't. I feel like we don't have the time to keep up with it.

KF: Understandably so. The thing about marketing is to appeal to your target audience.

J: Yes, not too many older people use Twitter or Facebook. We deal with more frail, people with problems. Poor people.

KF: Does your organization compete with a similar service that is privately funded?

J: Not that I'm aware of.

KF: When speaking about your competition, the agencies you do compete with, do you feel as if your organization's promotional efforts would be comparable to theirs?

J: Let's see, who do we compete against? We might compete against SIH, all of the hospitals have a senior citizen's group for whatever but they don't provide all the same services that we do. We provide meals and transportation. They provide more healthcare, tourism information, type of service so it's not really comparable to what we do. But that would be the only competition that we would have. Who we compete with most is for our meals programs is McDonald's and Hardees. You go to those places and you'll see a lot of senior citizens during the day. Those are our main competitors.

KF: Do you feel that your promotional efforts as an agency are hindered because you operate as a non-profit organization?

J: No. Not really. The only thing I'd say to that is the government, state/federal government, frown on us spending money, their money, for any kind of commercial advertising. In most cases it's not allowed.

KF: I work for a non-profit and I can relate, like we can't get postcards, we just get brochures.

J: Yes, like a school will call and want us to put an ad in their yearbook and we can't do anything like that.

KF: In your opinion do you think that your organization's clientele would increase if you were allowed to use more promotional tactics?

J: Probably so, probably so.

KF: And then the last question, what type, if any, promotional efforts would you like to see your organization attempt in the next 24 months. That can be as easy as maintaining what you already do?

J: Definitely that. Definitely maintain our website. We will continue to write newspaper articles and releases. We attend a lot of meetings with other groups to get our agency known with other groups whether they're county groups or regional groups, advisory councils, on things that pertain to older people. That's about it, that's all that I can think of.

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