

Improving the Visibility of Winslow Farm Animal Sanctuary

Worcester Polytechnic Institute • Interactive Qualifying Project



Picture provided by Winslow Farm Animal Sanctuary at www.winslowfarm.com

Submitted to:

Professor Adrienne Hall-Phillips and Professor Steven Taylor

Submitted by:

Kristen Smith, Josh Brodin, and Jessica Faust

IMPROVING THE VISIBILITY OF WINSLOW FARM ANIMAL SANCTUARY

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Submitted To

Professor Adrienne Hall-Phillips

Professor Steven Taylor

In Cooperation With

Winslow Farm Animal Sanctuary

Joshua Brodin

Jessica Faust

Kristen Smith

Submitted on March 1st, 2013

Professor Adrienne Hall-Phillips

Professor Steven Taylor

Abstract

Winslow Farm is a small yet widely unknown nonprofit animal sanctuary located in Norton, Massachusetts. In order to improve the visibility of their sanctuary and further promote their mission of animal rights, Winslow Farm needs donations, visitors, and volunteers. In collaboration with Winslow Farm, this project used various types of marketing strategies to improve the farm's visibility. As a result of this project, Winslow Farm became established in new forms of media and expanded their customer network.

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Table of Contents

Abstract ii

Acknowledgements iii

Table of Contents iv

List of Tables and Figures vi

Executive Summary vii

Chapter One – Introduction 1

Chapter Two – Background 5

 2.1 Introduction 5

 2.2 Nonprofit Organizations 7

 2.2.1 General Nonprofit Organizations 7

 2.2.2 American Red Cross 10

 2.2.3 What Causes a Nonprofit to Fail? 14

 2.3 Marketing 15

 2.3.1 Marketing for Nonprofit Organizations 15

 2.3.2 Marketing Strategies for a Successful Nonprofit Organization 16

 2.3.3 Qualities of an Unsuccessful Marketing Plan 18

 2.4 Animal Organizations 19

 2.4.1 Best Friends: A Successful Nonprofit Animal Organization 19

 2.4.2 Problems with Nonprofit Animal Organizations 23

 2.5 Winslow Farm 27

 2.6 Conclusion 30

Chapter Three - Methodology 32

 3.1 Problem Identification 32

 3.2 Forming the Ideas for Solutions 34

 3.3 Deciding Which Ideas to Carry Out 37

 3.4 Final Ideas to Execute 41

 3.5 The Rationale Behind Each of our Improvements 45

 3.5.1 Improvements to Winslow Farm’s Website 47

3.5.2 Improvements to Winslow Farm’s Online Visibility	50
3.5.3 Improvements to Winslow Farm’s contact with the locals	51
3.5.4 Improvements to Winslow Farm	53
3.6 Measuring the Success of our Improvements	55
Chapter Four – Execution and Results.....	56
4.1 Introduction	56
4.2 Website Improvements.....	56
4.3 Online Visibility.....	62
4.4 Public Advertising.....	69
4.5 Improvements for the Farm.....	73
4.6 Conclusion.....	76
Chapter Five – Recommendations and Conclusion	78
5.1 Introduction	78
5.2 Successful Implementations	78
5.3 Ideas that may Succeed in the Future.....	81
5.4 Unsuccessful Implementations.....	82
5.5 Conclusion.....	84
References.....	88
Appendix A – Master List of Ideas to Improve Winslow Farm	91
Appendix B – Final List of Ideas to Improve the Farm.....	93
Appendix C – List of improvements for website.....	94
Appendix D – Revised website improvements.....	98
Appendix E – Screenshot of Pinterest Page.....	99
Appendix F – Wikipedia.....	100
Appendix G – Featured Animal Descriptions.....	102
Appendix H – Items to revise on Facebook.....	106
Appendix I – iPad Donation List of Businesses	113
Appendix J – iPad Donation Letter.....	116
Appendix K – Building the iPad Stand.....	118
Appendix L – Map of the Farm	121
Appendix M – Marketing Plan for Winslow Farm.....	122

List of Tables and Figures

Table 1: Master List of Possible Ideas 36

Table 2: Final List of Ideas 42

Table 3: Nonprofit Organization Staff and Volunteer 47

Figure 1: Winslow Farm’s current map on their website 54

Figure 2: Graphical representation of the website statistics from January 31st, 2013. 58

Figure 3: Example of a featured animal description for the homepage of the website. 60

Figure 4: A screenshot of the Pinterest page 63

Figure 5: Wikipedia page ratings 65

Figure 6: Winslow Farm Facebook page likes 67

Figure 8: Winslow Farm Facebook page like demographics from August 2012 68

Figure 9: The Winslow Farm map our group created..... 75

Executive Summary

Winslow Farm Animal Sanctuary, located in Norton MA, is a nonprofit organization that supports animal rights by caring for mistreated and abused animals. This sanctuary offers a stay-for-life home for animals that desperately need a second chance. Each animal has a story to tell and are taken care of by a group of dedicated volunteers who provide them with everything they need to live a long and healthy life.

The sanctuary is funded entirely on donations and with close to two hundred animals, it can be very difficult for the staff and volunteers to keep the farm running. As with many nonprofit organizations, Winslow Farm struggles with a lack of resources to support their mission. A common problem that nonprofit organizations face is the lack of financial support from the public, and this is rooted in poor visibility. While visibility can be improved through the use of marketing strategies, utilizing successful marketing techniques also requires volunteers to address the problem and volunteers are another resource nonprofit organizations commonly lack.

The goal of this project was to help improve the visibility of Winslow Farm by increasing the number of visitors, donations, and volunteers supporting it. Meeting these goals would provide a much needed relief to the overworked sanctuary and would benefit all the animals living there. Based on this goal, our group came up with a list of improvements that could be made to Winslow Farm to increase its visibility. The limitations of the project were taken into consideration when creating this list, such as the length of time we had to help Winslow Farm, the amount of volunteers available, and the costs of the improvements. Our group then made a final list of improvements based on these limitations and categorized it into three major groups:

updating the sanctuary's online presence, contacting local people to gain support, and making improvements to the farm.

The internet is an important marketing tool and is usually the first place that a curious person visits in order to learn more about an organization. The first set of improvements our group researched and implemented concerned Winslow Farm's online presence. Our group inspected the website and made small changes intended to make the site more up to date. Marketing strategies, such as adding a featured animal of the month on the homepage, were implemented to help increase the amount of donations and visitors to the farm. Our group also edited Winslow Farm's Facebook page, published a Wikipedia article, and set up a Pinterest account for the farm.

After studying the successful advertising techniques on Winslow Farm's Facebook, our group came to the conclusion that posting pictures and emotional stories of the animals to the Facebook page was the most successful method to draw attention to the farm. After this proved to be a successful strategy, we implemented a similar idea on the website by adding a featured animal of the month section to the homepage. This section includes a portrait photo and a short description describing the hardships that the animal has been through and asks readers to donate to help care for the animal. Our group also took over five hundred general photos of the farm and the animals that the Winslow Farm staff can use to post on Facebook and Pinterest to gain attention.

The next set of improvements our group implemented involved reaching out to citizens of Norton and surrounding towns by contacting different media sources. We sent articles about Winslow Farm to local newspapers, sent information to elementary schools about possible field trips, contacted animal related magazines to try and interest them in Winslow Farm, contacted

the television shows Chronicle and 60 Minutes, and posted bulletins on local public access channels about the holiday events at Winslow Farm. Unfortunately, many of our efforts did not receive any response from the people and organizations our group contacted. We realized that in general, it is very difficult to interest others in Winslow Farm if they have no previous knowledge of the sanctuary. We also learned that it is necessary to contact people more than once to finally convince them to listen to you. The most successful idea we implemented was posting Winslow Farm's annual Yuletide event on the public access channels. This proved to be effective and the average number of people who attended the annual Yuletide event increased from under ten to more than forty people.

Lastly, our group visited Winslow Farm and addressed issues for both the visitors and the volunteers. The owner of Winslow Farm, Debra White, mentioned to our group that the sanctuary's volunteers wasted valuable time transferring handwritten contact information from their visitor guestbook to an electronic database. In order to solve this problem, we proposed the use of an electronic tablet with a guestbook application instead of the original paper guestbook. The purpose of this tablet would be for visitors to sign when entering the farm as they would have with the paper guestbook. The tablet would be stationed at the front kiosk in a waterproof case and a locking stand so that it can be left unattended. This completely eliminates the volunteer work of transferring oftentimes illegible handwritten names and email addresses to an online database.

To fund the tablet, our group sent donation letters to local businesses and Winslow Farm asked for donations in their newsletter using an article that our group wrote. Similar to our attempts of reaching out to locals and media, the donation letters were unsuccessful and yielded no donations. However, the newsletter did receive a response and a supporter of Winslow Farm

donated an iPad with a waterproof case. Our group then built a locking stand for the iPad and set up the electronic guestbook at the front kiosk.

When visiting Winslow Farm, our group noticed that the map of the sanctuary in the brochure was very confusing and somewhat inaccurate. In order for the map to be a more useful tool for visitors, we designed a scale map of the farm with the buildings, pens, and animals all labeled to be used in the brochure. Similarly, the map shown on the website gave a poor representation of the size and beauty of the farm. The new map will be posted online and will ideally give website visitors an idea of the farm's layout.

This project helped Winslow Farm become up to date with the rest of the world, smoothed out imperfections with their marketing strategies, and increased the number of people interested in Winslow Farm. While working on this project, we realized that getting Winslow Farm a big jump in donations requires more work than our group anticipated. We believe that creating and broadcasting a video of Winslow Farm would be the most successful method to increase their donations and that it is something they should strive for in the future. This can be done by creating a formal documentary to be shown on television or by uploading a short viral video on the internet. At the completion of the project, we helped Winslow Farm by showing them what they can do to increase the number of people interested in the sanctuary with both new advertising methods and with methods they already use. Our group hopes that our improvements and ideas for the future of the farm brings new visitors and more donations to Winslow Farm and spreads awareness about animal rights.

Chapter One – Introduction

A constantly recurring topic in many of today's global discussions is human rights. The right to free speech, the freedom of expression, freedom from slavery, and even the right to live are all common values which humans in many societies take for granted. However, what rights should what many humans deem as "lesser beings" receive? Animal rights are similar to human rights in the sense that they provide basic rules that govern the liberties of animals, but they are not very defined due to the large scope of the subject. For instance, does a cat have a right to live? A squirrel? An ant? Where is the line drawn? Many groups exist to advocate solely for the rights of animals and attempt to provide a clear and specific answer to the public. In business terms, these organizations are typically called nonprofits. Unlike the more commonly seen for-profit businesses in which profits financially benefit the owners and employees, nonprofits must spend all of the money they earn on their cause. A portion of organizations such as these are the ones that seek to define and make known the term "animal rights". The animal rights advocate behind this project was Winslow Farm, an animal sanctuary in Norton, Massachusetts.

In an ideal world, everyone would be aware of animal rights to the same extent as they were of human rights. Unfortunately, a considerable problem with animal rights is the fact that there are no federal laws against animal abuse. Moreover, cruelty to animals is a broad term that is not well-defined. Therefore, cruelty towards animals is prevalent throughout society but remains largely unrecognized and hard to spot (Maloney, 2009). Countless domesticated animals are put down each year because no one wants to take care of them. Industrially, the treatment of animals has resulted in much discussion and debate. Since the government remains largely

apathetic with regards to animal rights, it is up to organizations such as nonprofits to lead the way in bringing the topic to public awareness. However, nonprofits have problems of their own, typically with regards to visibility.

As long as the problems regarding animal-based nonprofit organizations are not addressed, countless numbers of animals will continue to face neglect and abuse. In order to prevent this from happening, it is essential to know how nonprofit organizations function in general. Our project group has conducted comprehensive research on nonprofit organizations in general and the marketing strategies that they use to promote their cause, research on general popular nonprofit organizations such as the American Red Cross, and research on nonprofit organizations that are more relevant to animal organizations, such as the Best Friends Society. Our project group thoroughly investigated the marketing strategies of these nonprofit organizations in order to gain a better understanding of how nonprofit organizations promote their causes, therefore allowing our group to apply similar strategies to the Winslow Farm project.

Nonprofit organizations are not guaranteed to be successful simply because they are working to promote a worthy cause such as animal rights. In order to maintain visibility and enforce their cause, it is essential for nonprofit organizations to pay attention to the workings of the business world and be properly prepared to survive in it. One major preparation is having a marketing plan in place. Nonprofit organizations rely on donations and grants to financially support their cause (Grunert, n.d.), and unless they are able to market themselves, their organization will likely fail and therefore their cause will suffer. In order for a nonprofit organization to develop a successful marketing plan, they must understand who their target group is and develop strategies that are the most appropriate to appeal to the group in question.

Regarding the case of animal rights, a successful marketing strategy can be especially difficult because there is no specific target group. The topic of animal rights has the potential to interest just about any typical demographic, and it can be much more difficult defining a specific audience for it in comparison to other topics. For example, it is easier for a nonprofit organization that builds houses to target a group of people interested in buying houses. Careful consideration should be taken while developing a marketing plan for animal related organizations in order to target the right group.

One other considerable issue that nonprofit organizations face is a lack of donors or an inability to keep donors; this is a problem that often stems from a lack of visibility of the organization. In order for a nonprofit organization to develop a successful marketing plan, they must understand who their target group is and develop strategies that are the most appropriate to appeal to this group (Guille, n.d.). For instance, if a nonprofit's target group is young adults, it may make sense for the organization to use social media to promote their cause since most young adults use social media on a daily basis. In the case of animal rights, social media would be used in combination with other methods to gather a wide range of support. Following through with such a marketing plan is not necessarily easy for nonprofits because usually they only have a limited amount of resources to work with.

This project was sponsored by Winslow Farm, an animal rights advocate and nonprofit organization located in Norton, Massachusetts. Winslow Farm is what may be defined as an "animal sanctuary", a haven in which homeless animals can be sheltered for the rest of their lives. Unfortunately, Winslow Farm is currently lacking visibility, donors, and volunteers, all of which is becoming an increasingly large problem for the sanctuary and the animals. Without sufficient funds coming into the sanctuary, the animals are unable to receive all of the resources

necessary for their well-being. In order to grasp a better understanding of the sanctuary's goals, we have talked to the owner of Winslow Farm, Debra White, about what she ideally wants for her sanctuary. While she wants to increase the visibility of the farm and its cause, she worries that she does not have enough volunteers to carry out new marketing strategies. Initially, we did not think that Winslow Farm had an insufficient amount of volunteers, so increasing the amount of volunteers at the farm has become another crucial element to our project.

Even though our group has not worked with our sponsor, Winslow Farm, for a substantial amount of time, we have conducted an extensive amount of research about nonprofit organizations and learned about the various marketing techniques that these organizations implement in order to promote their cause. Our group feels as though the research we have conducted has allowed us to gain a better understanding of nonprofit organizations in general. This research has allowed us to look at Winslow Farm as more than just a small animal sanctuary, it has allowed us to look at Winslow Farm as both a champion of animal rights and as an organization in need of greater visibility. By improving Winslow Farm's current marketing techniques and coming up with new, creative strategies, our group was confident that we would be able to successfully improve the visibility of Winslow Farm and increase the amount of volunteers and donors of the sanctuary.

Chapter Two – Background

2.1 Introduction

In order to improve the visibility of a nonprofit animal organization such as Winslow Farm, we need to understand the different components of the organization to successfully increase donations and visibility. The first piece to understand is how nonprofit organizations operate in general, what the biggest problems that nonprofits face are, and how successful nonprofit organizations overcome these issues. We also need to understand how marketing can be used to increase the visibility of nonprofit organizations, how to develop a successful marketing plan, and what the major issues nonprofit organizations deal with while executing a marketing plan. Lastly, we will examine successful nonprofit animal organizations as well as the major problems animal organizations encounter. Taking all the different components into consideration is necessary to increase the visibility of Winslow Farm and provide financial support for the sanctuary.

Nonprofit organizations are a special form of business that exist not for profit, but for a cause. They have mission statements and focus the majority (if not all) of their effort in fulfilling the goals listed in their mission statement. Since they do not function as a for-profit business, they tend to experience difficulties due to limited resources. Therefore, since there is no monetary return on capital, nonprofit organizations often experience difficulties in gaining capital. Nonprofits must be able to reach their audience emotionally in order to attract donations. Despite their handicaps, some nonprofits such as the Red Cross and Best Friends Animal Society become widely known and are extremely successful.

In order for a nonprofit to stay afloat, they need to have a marketing plan in place. These plans allow organizations to focus their marketing efforts on specific subsets of the populations in the hope that they can draw attention to themselves from potential customers or donors. In general, the more the organization understands the type of people it is catering to, the better it can serve them. If an organization is able to meet the needs of its customers then it should be successful. However, marketing plans can be difficult to implement for the typical nonprofit. Nonprofit organizations, especially smaller ones, do not tend to have the resources necessary to execute an elaborate marketing plan.

Animal shelters are one type of organization within the nonprofit sector. These shelters are established with a mission related to the collection, treatment, and rehoming of homeless animals. Many shelters do not profit from their work and rely on volunteers and donations to function. Shelters may also receive grants and adoption fees to help them continue functioning. Similar to animal shelters, the less-common nonprofit animal sanctuary also requires donations to function. Unlike shelters, animals that go to sanctuaries are never rehomed and these organizations permanently house animals that would otherwise be homeless. They tend to focus their efforts on providing their animals with a good quality of life.

Winslow Farm is an example of an animal sanctuary devoted to improving the welfare of animals. Animals admitted to this sanctuary stay for the remainder of their lives and are provided with food, shelter, and general care. Unfortunately, since Winslow Farm is a small nonprofit organization, the current owner has found it very difficult to draw attention to the sanctuary. The farm relies heavily on donations and without them it cannot continue to provide a home for their animals. In order to increase donations and attract visitors to the farm, new marketing techniques were developed and implemented at the farm. Ultimately, these marketing strategies increased

the visibility of Winslow Farm and reduced the financial strain under which the sanctuary was originally operating.

2.2 Nonprofit Organizations

2.2.1 General Nonprofit Organizations

The depth and scope of nonprofit organizations cannot be described with just a few words. For example, nonprofits are formed to serve the public, but this does not necessarily mean all nonprofit organizations are formed specifically to help people. Some nonprofit organizations are dedicated to the cause of animals and improving the quality of an animal's life. The volunteers within these organizations care for animals and may even treat them as if they have rights just like humans. Like most nonprofits, these organizations use marketing tactics to both reach out to the public for help and to let people know that by donating to their cause they would be helping out a good cause substantially.

Nonprofit organizations are formed with a mission to serve the public in a charitable or educational way. There are many different types of nonprofit groups, such as foundations, churches, hospitals, and charities, all of which work to improve the quality of life of the people involved. These organizations can be large and able to provide services to people across the world, or they can be smaller and beneficial to a select group of people. There are approximately 1.2 million registered nonprofit organizations in the United States (Luckert, 2012). Nonprofit organizations are classified into nine major groups: arts, culture, and humanities, education, environment and animals, health, human services, international and foreign affairs, public societal benefits, religion, and mutual or membership benefits (Luckert, 2012).

Nonprofit organizations generate income differently than for-profit businesses. They collect income from service fees, sales of products, government grants and contracts, and donations and contributions from individuals and companies. Nonprofit organizations are exempt from paying many of the income taxes that for-profit businesses are required to pay. However, the profits that these organizations earn and what they spend them on are regulated by the Internal Revenue Service (IRS) (Luckert, 2012). The IRS requires that any income generated must be spent within the business and cannot be paid to owners or investors. Most of this profit is spent towards the organization's main goal and a small portion of this income is spent towards improving and expanding the organization.

Nonprofit groups are run mainly by volunteers; these volunteers are a critical component of the organization's success. Volunteers are passionate about the mission of the organization and they care about what the organization is trying to achieve. They work in a variety of different positions ranging from part time workers to the board of directors. These volunteers help build a systematic organization of people that all share a personal drive to succeed. As the organization grows and accumulates new personnel, this helps to increase the visibility of the group and expand their resources. Typically, there are limited finances available for employees in a nonprofit organization, therefore the organization may develop financial problems without volunteers.

Nonprofit groups generate income from external sources which means fundraising and marketing are very important components to the organizations' survival. Fundraising and marketing strategies need to be both creative and effective in communicating the mission statement in order to spark the interest of possible donators. Strategies to attract donations can include writing grants, creating mailing lists and newsletters, and hosting special events. A large

portion of a successful nonprofit organization's time is devoted to marketing and fundraising. This is because it is this effort that generates the largest portion of the organization's income.

For-profit organizations measure success by how much income the owners and shareholders receive. Since nonprofit organizations lack a profitable income, success is measured on a variety of different factors. Success can be measured on small or large scale achievements. One organization could consider themselves successful by how well the group achieves their main goal or responds to a crisis. Other organizations may base success on the number of people involved in a project or by how much money a special event raises. Each organization has a mission that they are trying to achieve, and a successful nonprofit reaches their goal while maintaining a healthy balance between management, communication, finances, and marketing.

A strong and clear mission statement plays a crucial role in the success of a nonprofit organization. An effective mission statement is important in order to communicate to potential donors the importance of their work (Epstein, 2011). It is also needed in order to design the steps that the organization needs to take in order to achieve their goal. In nonprofit organizations, the board of directors needs to portray strong leadership skills and effectively evaluate the programs, projects, and marketing strategies within the organization. If the nonprofit organization is successful, the volunteers and people working within the organization will be very passionate and dedicated to their work. A nonprofit organization with structure, passionate volunteers, and a strong marketing plan will allow the organization to flourish and become successful (Gibson, 2010).

2.2.2 American Red Cross

There are few things more moving than organizations that are so devoted to their cause that they exist purely to serve and not to profit. These charitable organizations, known as nonprofit organizations, are completely dedicated to the cause they are supporting. One of the most powerful nonprofit organizations in the United States is the American Red Cross (ARC), which was founded in 1881. With 1.2 million trained volunteers serving at over 40,000 disasters per year, the American Red Cross is a leader of nonprofit organizations (American Red Cross of the Greater Lehigh Valley, 2011). A large reason why the American Red Cross became successful is due to their passion for helping and protecting the public, which makes the ARC a great organization for other nonprofit organizations to look up to and aspire to become.

The Red Cross organization is an international movement that began with just one goal: to help and protect victims of war. The International Committee of the Red Cross was the first of many Red Cross committees and was founded in 1862 by a Swiss man named Harry Dunant. In 1859, Dunant had witnessed a tragedy on a wartime battlefield, one that left over 40,000 troops wounded or killed (American Red Cross of the Greater Lehigh Valley, 2011). He noticed that most of the wounded troops had no help or services provided for them; they were essentially stranded on the battlefield waiting to die. The lack of medical care and emergency assistance disturbed Dunant to such an extent that he devoted himself to caring for the wounded, even though medicine was not in his skill set (American Red Cross of the Greater Lehigh Valley, 2011). Immediately after this battle, Dunant wrote and published a book outlining the tragedy he had just witnessed. In his book, he emphasized the importance of medical aid for soldiers on the battlefield and strongly advocated the development of a voluntary organization that would care for the wounded. He promptly sent this book to political leaders and thus began the start of the Red Cross movement (American Red Cross of the Greater Lehigh Valley, 2011).

The Red Cross movement began for all the right reasons. Someone found an issue that was affecting a large amount of people but instead of building a business to create profit from this issue, a volunteer-led movement was created by people who truly cared about the cause. One man's passion soon led to 165 governments signing international treaties that pledged to help and protect wounded victims of all armed conflict on both land and sea, including war prisoners and civilians (American Red Cross of the Greater Lehigh Valley, 2011). It is this devotion for helping others that fuels nonprofit organizations and without this passion, nonprofit organizations would probably not exist. Because of this passion, the American Red Cross is just one of approximately 145 national organizations that create the globally known Red Cross and Red Crescent organizations.

In order for a nonprofit organization to appeal to the public, it is important that they not only support a cause, but they also have a defined list of principles they always follow. Each subset and committee affiliated with the Red Cross and Red Crescent (including the American Red Cross) bases their actions on a clear set of principles. The basic principles on which the volunteers of these organizations pledge to follow include nondiscrimination, freedom of action, humanity, neutrality, and voluntary service ("American Red Cross," 2012). The committees associated with the Red Cross agree that each society is equal to one another and as such will only allow one Red Cross society in each country ("American Red Cross," 2012). This clear set of honorable principles makes the Red Cross and the American Red Cross distinguished and eminent societies in the eyes of the public, thus encouraging people to help the American Red Cross organization in every way possible.

Since some nonprofit organizations do not hire workers and they do not receive any surplus revenues, contributions from the public through donations or volunteering are very

valuable for a nonprofit organization. In order to receive these donations and volunteers, the nonprofit organization must get the public just as excited about their cause as they are. The American Red Cross receives a vast amount of donations, particularly blood donations, all the time. In fact, the American Red Cross is the provider of an outstanding 45% of the nation's total blood supply (Engber, 2006). Even though they charge people for their blood, the money pays for the cost of the blood production only.

The American Red Cross gathers blood and money donations by ensuring the public that they are giving to a good cause. For instance, during natural disasters such as Haiti's earthquake, the American Red Cross used advertisements to inform the public about the organization's earthquake relief program catered specifically to Haiti. In order to get as many donations as possible during these disasters, the American Red Cross appeals to as many people as possible. They appeal to their general audience by providing their website and phone number for donations, but they also appeal to their younger audience by providing a phone number where donations can be sent via text. These text message donations are very effective; the Red Cross received approximately \$5,000,000 in text message donations during the earthquake in Haiti (Grove, 2010).

In the current state of the economy and with so many unemployed people in the United States, sometimes it is impossible for an individual to donate generous amounts, even to causes that one is passionate about. Successful nonprofit organizations understand this and offer various methods of assistance that people can give to the organization. The American Red Cross is certainly an organization that understands this as they offer numerous suggestions on their website for how to become involved with the cause. One such offer includes becoming a part of the nine million people taking a class sponsored by the American Red Cross in order to learn

skills that could potentially save someone's life ("Take a Class", 2012). Also, if people wish to donate but do not have enough money, the American Red Cross also supports people fundraising for the foundation, as long as they have written consent directly from American Red Cross.

It is not uncommon for nonprofit organizations to receive fewer donations than they hope for due to lack of visibility among the public. Oftentimes, nonprofit organizations will partner with other nonprofit organizations in order to further increase their visibility. Despite its enormous success, the American Red Cross partners with other major nonprofit organizations like the National Association for the Advancement of Colored People (NAACP) and the Young Men's Christian Association (YMCA) ("Community Partners," 2012). These organizations help and volunteer with the American Red Cross during times of disasters and tragedies. Partnerships between nonprofit organizations tend to benefit both sides because they promote and advertise each other, rapidly spreading the visibility of each of the involved organizations and therefore increasing the potential donations that each organization may receive.

Nonprofit organizations have the potential to truly make a difference in the world. The American Red Cross is a nonprofit organization that is very successful due to their strong devotion and good marketing strategies. Through the use of its advertisements, partnerships, and a powerful set of principles, the American Red Cross has managed to appeal to people of all ages and gather huge donations throughout the last century. This organization sets an excellent example for other nonprofit organizations. If other nonprofits strive to see their organization succeed, they should look at the marketing strategies and the history of successful nonprofit organizations such as the American Red Cross.

Even though there are a wide variety of nonprofit organizations, every nonprofit strives for the same thing: to promote their cause. Even though the American Red Cross solely focuses

on the cause of helping people, other nonprofits can look at the Red Cross's marketing strategies when promoting their cause, even if the nonprofit's cause is unrelated. For instance, nonprofit organizations that help animals as opposed to people can still follow similar marketing techniques as the American Red Cross. Although a lot of people unfortunately disagree, animals are living creatures and thus their well-being should be considered. Animals cannot text their donations to help their fellow animals, nor do they have the ability to pick up the phone and call for help when they are being abused. Animals solely rely on the care of human beings to support their well-being and give them the quality of life they deserve. In order for animal organizations to gain the amount of donations and resources they need in order to help their animals, their organization must have a certain degree of visibility to their target group of animal lovers. In order for this to happen, animal organizations can follow the marketing techniques of successful nonprofits such as American Red Cross in order to appeal to their target groups.

2.2.3 What Causes a Nonprofit to Fail?

Unlike for-profit businesses, nonprofit organizations do not use their revenues as profit, but rather, as a means to improve their cause. Nonprofit organizations exist in order to benefit a cause that they believe will help a certain target group. However, these organizations tend to experience difficulties with their finances, an issue which can hinder their ability to help the cause. One of the biggest reasons why nonprofit organizations fail is because they do not have a clear marketing strategy. The majority of the funding that nonprofit organizations receive comes strictly from donors, therefore the organization must be able to convince people why they should donate both to the organization and to the cause.

At times, nonprofit organizations can become so focused on gaining more money that they do not concentrate on establishing a relationship with possible donors (Perry, 2012). It is imperative that nonprofit organizations connect with the public and persuade them that donating to their cause would be beneficial to the target group. Like any other business, nonprofit organizations have to recognize who their target group is and the best strategies they can use to appeal to this group of people. For instance, if the organization's target group is elderly people, it may not be effective to rely on social media websites to promote their cause. For a nonprofit organization to be truly successful they must develop a good marketing plan that appeals to the people within the organization's target group.

2.3 Marketing

2.3.1 Marketing for Nonprofit Organizations

Developing strong marketing and fundraising techniques is an important factor in increasing the visibility of a nonprofit organization and generating the necessary funds to support their cause. This applies to any nonprofit organization, including animal related organizations such as Winslow Farm. The proper amount of funding is necessary in order to continue to care for the animals and allow them to live the life that they deserve. Without public awareness of their mission to help animals, these organizations will struggle to find donors and raise the required amount of money to care for their animals. Animal related organizations depend on donations not only to keep the organization running, but also to keep the animals alive and healthy. This reason is why strong marketing techniques are so crucial and important for animal related nonprofit organizations.

The income of nonprofit organizations is generated through the sale of services or by donations, making it important for the nonprofit group to attract people to their cause in order to collect money. A good marketing plan is a necessity for the success of nonprofit organizations, although it is often underestimated or overlooked when compared to the marketing strategies of their for-profit counterparts. A common approach to marketing for for-profit businesses is to offer their services regardless of what the customer wants or prefers. Ideally, a marketing plan should evaluate what people want and the organization should do their best to give the people what they are looking for (Akchin, 2001).

Marketing plans can be difficult to develop. In order to come up with the most effective strategies, marketing plans require time, skill, and funding. In order to create and implement a successful marketing plan, an organization first conducts research on the group they are targeting. This research identifies both what the group wants from the organization as well as the best ways to communicate with the group. The organization then evaluates itself to see what resources they currently have, what they are lacking, and what resources they have access to in order to execute the marketing plan. Lastly, a plan is drafted and the organization executes this plan. Ideally, the execution of a marketing plan will improve the organization's "weak points" and attracting customers and donations.

2.3.2 Marketing Strategies for a Successful Nonprofit Organization

Nonprofit organizations with successful marketing strategies should thoroughly understand why people donate to their organizations. This knowledge is used to develop and execute a strong marketing plan. Successful organizations understand the difference between marketing to clients and to donors. They also know how to refine their marketing plan to target

each of their individual focus groups. A successful marketing plan will also utilize all of the resources available to the organization.

Successful nonprofit organizations also have a reputation or a personality associated with their name, which is known as branding. For example, the American Red Cross gives medical aid and relieves suffering, Goodwill helps people in need achieve a stable lifestyle, and Habitat for Humanity builds homes for families who cannot afford one. A brand is not as simple as a name, a logo, and a graphic design. A brand is the personality of the organization gives a person an emotional connection to the mission statement. A strong brand also ensures the organization remains focused on their mission statement (Kylander, 2012). Branding is a very important component to a marketing plan and is just as important as to the organizations success and relationship with the public. It is often easier for larger, more established organizations to have a widely known brand name. However, smaller organizations can use brand marketing to increase visibility in their surrounding areas.

The internet is also a very useful tool for nonprofit organizations. Through the use of online marketing, nonprofit organizations can increase the visibility of their group, raise awareness of their missions and goals, collect donations, and increase the range of their fundraising efforts (Pinho, 2006). Most successful nonprofit organizations take full advantage of the internet as a marketing tool (Pope, 2009). Designing and maintaining an online website and social media page allows interested readers and potential patrons to learn about the mission of the organization and gives them an easy place to make donations. The internet can also be used as a two way communication tool with the emailing of periodic newsletters to potential clients and donors. Using the internet as a marketing tool is very effective and can increase awareness, visibility, and donations to the organization.

2.3.3 Qualities of an Unsuccessful Marketing Plan

Developing effective marketing strategies can be a difficult task. The most common problem for nonprofit organizations is a lack of resources and funding for an elaborate marketing plan. Smaller nonprofit organizations often have a limited budget and strict rules on how to spend their money, rules which often do not accommodate a large marketing budget. Larger nonprofit organizations can have a difficult time convincing their directors that having a marketing program is a useful and necessary addition to the organization (Akchin, 2001). Also, nonprofit groups are operated by a combination of low wage and volunteer workers that often lack the knowledge of marketing needed to make a difference in the organization (Pope, 2009). These problems cause nonprofit organizations to be at a disadvantage compared to profit businesses or corporations.

Nonprofit organizations that do have a marketing program in place may not understand how the plan should best be designed. Nonprofit marketing plans have three main groups that they need to market towards: clients and customers, donors, and new workers or volunteers (Pope, 2009). Poor marketing plans will focus on appealing to one group without taking the others into consideration. For example, an organization's marketing technique will work well for donations but they will have trouble recruiting new volunteers or keeping the current workers long term. Nonprofit organizations that provide services for the people typically do not have trouble finding new clients or customers. Organizations that provide entertainment often have more trouble finding new clients and have more issues with visibility (Pope, 2009). Understanding how to target each of the three groups individually and knowing how to tailor marketing strategies to meet their needs are skills that unsuccessful organizations lack.

Nonprofit organizations are largely made up of volunteers or low-wage workers who are passionate about the mission of the particular organization (Pope, 2009). These volunteers and

employees work in all different aspects of the organization, ranging from cashiers to the board of directors. However, they may not be properly educated or may not have experienced formal training in the area they work and they may therefore lack the skills necessary to fulfill all of the requirements the organization needs. This is especially true in the specific area of marketing or business management. Most small nonprofit organizations do not have the resources to hire specialists that will improve their organization. This handicap causes nonprofit organizations to encounter more difficulty with developing effective marketing strategies than profit businesses and corporations.

2.4 Animal Organizations

2.4.1 Best Friends: A Successful Nonprofit Animal Organization

While it is true that nonprofit organizations exist in order to benefit the general public, it is not true that the general public has to be people. Nonprofit animal shelters, rescues, and sanctuaries are organizations devoted to improving the welfare of mistreated or neglected animals. These nonprofit animal organizations do not look at animals as lesser beings of society. Therefore, these organizations do not just simply focus on animal rescue, but most of them also educate people on the importance of treating animals with respect and love in order to decrease the animal abuse rate. The Best Friends Animal Society is a nonprofit animal organization that exemplifies an animal organization devoted to improving the rights of animals. Best Friends seeks out abused and neglected animals, primarily cats and dogs who are statistically the most abused animals, ("Humane society of the United States," 2011), and cares for them in their sanctuary while they seek to find loving people to adopt them. Through their informational

courses on spaying and neutering animals, these animal activists concentrate on decreasing the animal abuse rate. Their strong devotion to the cause of animal rights is a significant reason why the Best Friends Society has become such a successful nonprofit organization.

The Best Friends Animal Society, headquartered in Utah, is the largest nonprofit animal sanctuary in the United States for mistreated and neglected animals (“Best Friends Animal Society,” n.d.). The Best Friends Society follows a basic principle within their organization: in order to build a better world for everybody, it is important that people are kind to animals (“Best Friends Animal Society,” n.d.). The sanctuary was built on a vision that all animals would have a home and in order to achieve this, Best Friends decided that they would place homeless or mistreated pets into adoptable homes. The Best Friends Society’s strong devotion to their cause as well as their good marketing strategies has made them one of the top nonprofit animal shelters.

The Best Friends Animal Society was founded in the late 1980s at a time when approximately 17 million cats and dogs were abused, neglected, and killed in animal shelters annually (“Best Friends Animal Society,” n.d.). The society consists of numerous veterinarians, caregivers, and volunteers who treat the animals well and work hard at finding them a new home or a place to stay at their sanctuary if they are too old or sick. Moreover, the society has developed informational programs and brochures that discuss the importance of spaying and neutering pets in order to decrease the amount of animals that owners did not want to care for (“Spay/Neuter Resources,” n.d.). Not only does the society’s mission appeal to the public, but their work has proved successful, as the number of cats and dogs being harmed or killed in animal shelters has fallen to roughly 5 million, as opposed to the 17 million back in the 1980s (“Best Friends Animal Society,” n.d.).

One of the reasons why the Best Friends Society has become so successful is because of their partnerships with other organizations. The PetCo Foundation, PetHealth Inc, and wag.com are just some of the major organizations that the Best Friends partner with in order to gain support for their activities and events (“Foundation Partners,” n.d.). In addition to the vast amount of support that their partners provide, they also provide Best Friends with appropriate funds and products that the society can use to improve the welfare of animals (“Foundation Partners,” n.d.). The Best Friends Society and their partners mutually benefit each other. The partners of Best Friends provide them with support and funds, and Best Friends provides their partners with visibility within their company and introducing them to a new base of donors and volunteers. The Best Friends Society exemplifies the importance of organizations developing relationships and partnerships with other similar organizations.

The Best Friends Society and their partners are devoted to the improvement of animal welfare and rescue. The Best Friends is proud of being the first national animal organization in New Orleans when Hurricane Katrina struck. During this tragedy, the society managed to rescue around 6,000 animals by building two animal sanctuaries and placing thousands of animals into new homes (Best Friends Animal Society, 2012). When Peru was hit by a major earthquake, Best Friends was immediately on the scene providing food and vaccinations to all of the animals who needed help (Best Friends Animal Society, 2012). Throughout their heroic rescues of animals, Best Friends have demonstrated that they clearly have the knowledge and expertise when it comes to animals in need. The society’s demonstration of their devotion towards animals has gained them much publicity in the general public. When football player Michael Vick had his 22 dogs taken from him following his arrest in 2008, PETA and the Humane Society of the United States recommended that the dogs to be put down due to their emotional trauma (Kate, 2007).

However, trusting Best Friends' expertise with animals, the courts specifically asked the society to take the dogs into their sanctuary and rehabilitate them; already the society reports that the dogs have made great progress ("The Victory Dogs", n.d).

The Best Friends Society owns a large animal sanctuary that is home to approximately 1,700 animals ("At the Sanctuary," n.d.). These animals are usually ones who have experienced either mental or physical trauma in the past and do not have a place in society that they can call home. However, it is no question what becomes of good, healthy animals: Best Friends Society seeks nice homes for the animals to become adopted into. Even though Best Friends began as a shelter that concentrated only on animals unfit for adoption, they have since expanded into an agency seeking suitable people to adopt their healthy animals ("Adorable Adoptables", 2011). The Best Friends' website allows people interested in adopting to browse through pictures and personalized descriptions of each animal looking for a home. While reading the detailed descriptions on the backgrounds and interests of each animal, it is evident that the society forms a bond with every one of the animals that comes into its care.

Since the Best Friends Society is dedicated to their cause in the sense that anything new that happens with regards to the animals is considered important. The significance of new stories to the Best Friends is exemplified on their website, where they post the latest news stories and events regarding the animals. For instance, the society most recently posted that their 101st cat has been adopted ("Best Friend News", 2012). While this may not appear to be a significant milestone, the society considers each and every one of their animals special and deserving of a nice, loving home. The society makes an effort to get to know each individual animal as if it were a person, which enables them to successfully match each animal to the best caregiver for adoption.

The Best Friends Society uses good marketing techniques, such as creating partnerships with other major organizations and developing informational programs, to help promote their mission to improve the welfare of animals. The society not only focuses on matching their healthy animals with loving people willing to adopt them, but they have also built a large sanctuary where roughly 1,700 old, sick, or unwanted animals are able to call home. It is apparent that the society takes a special interest in each and every one of their animals that are part of their organization, which exemplifies their strong devotion to their cause. Through their strong marketing strategy and obvious devotion to the animals, the Best Friends Society has become known as one of the most successful nonprofit animal organizations in the country. Due to their strong success, other nonprofit animal organizations can follow the lead of the Best Friends Society when developing market strategies for their own organization.

2.4.2 Problems with Nonprofit Animal Organizations

Every year a deplorable number of animals are abused or neglected by people. Abuse involving dogs and cats are far more common than abuse involving any other type of animal. In 2007 alone, 64.5% of reported abused animals involved dogs and 18% involved cats ("Humane Society of the United States," 2011). There are currently 47 states in the United States where cruelty to animals is considered a felony, with most states regarding animal cruelty as a first offense felony ("Humane Society of the United States," 2011). However, despite how seriously states are taking animal cruelty, animal abuse and neglect continues to pose as a major issue in society. In order to combat these issues, nonprofit animal organizations are created by people who feel so strongly about improving animal welfare that they are willing to dedicate their

livelihood to the cause. These organizations are generally nonprofit and they exist to rescue and provide care for animals that have faced abuse.

Animal rescue is a broad term that describes different forms of working with animals. This ranges from saving an animal that is temporarily trapped to finding an animal a new home. Animal rescue organizations are diverse and offer a range of missions, sometimes with primary goals other than animal care such as profit or educating the public.

The origins of animal rescue are rooted in the general term “animal protection”, a movement that began in the 1860s that advocated the prevention of animal cruelty (McMahan, 2006). These early movements centered their missions on educating the public. Some groups took legal action and attempted to promote legislation that regulated the rights of animals. As more people joined the cause, the multitude of organizations and their missions became more diverse, evolving into the groups that currently exist. By the year 2000, millions of Americans had become members of animal welfare groups (McMahan, 2006).

The rescue of animals involves the transfer of a distressed or homeless animal into an organization’s care. Unsanitary or unsafe living conditions are one common reason why an animal may be taken in by a shelter. In other cases, the animal may be a stray, or the owner simply does not want the animal anymore. Once the animal rescue group has the custody of a homeless animal, they typically shelter it and attempt to find a family that would be willing to adopt the animal.

The sheltering of homeless animals is the most demanding step in the rehoming process for an animal rescue organization. As living creatures, animals are in constant need of attention and care until they can be moved to a permanent home. As a result of this continuous care, the sheltering process requires many resources. It is important that supplies such as food and

medicine are readily available and that there is enough space to house the animals. Moreover, workers are needed to maintain the shelter. Depending on the types of animals being housed, the list of required supplies can be extensive as well. In order to gather all of the required resources, many shelters, especially nonprofit shelters, rely on donations of money or supplies to continue functioning. Oftentimes, shelters may ask the public for specific supplies or they may actively search for volunteers to help alleviate the load. Animal rescue organizations gain some financial support from subsidies and from the adoption fee that they require when a family adopts, but the most major source of income comes from donations (McMahan, 2006).

All too frequently, shelters run out of resources due to the high cost associated with homing animals and one such resource is space. If a shelter runs out of space, they have a few options. Animals that are unable to fit into shelters can be moved elsewhere to another shelter belonging to a separate animal rescue organization. Kennels that charge fees for their services may also have space available sometimes at a discounted rate, but this option financially drains the already-pressed animal organization. Foster homes are another popular solution to the issue of space. Using this option, families temporarily house an animal within their own homes for anywhere from a day to several months until a permanent owner can be found. If all else fails, homeless animals within the shelters that have been unable to find homes are euthanized to make room for others. In some cases, the lack of resources can lead to dramatic results. For instance, the group Animal Care and Control of NYC does not spend enough money on maintaining its facilities. As a result, thousands of the animals that it handles are euthanized every year and dozens of dogs alone are put down every day (Smith, 2012). Animals that go here are typically only allowed a stay of 72 hours or less.

Animal sanctuaries can be defined as “a place where animals can come to live and be protected for the rest of their lives” (Craig, n.d., para.1). Similar to animal shelters, sanctuaries are constructed to shelter homeless animals. However, unlike animal shelters they do not have an outflow of animals. Therefore animals that are dropped off here will remain on site. Animals residing at a sanctuary are provided with permanent spaces to live and receive care specific to their needs.

Animal sanctuaries and animal shelters have many qualities that are similar to one another. Much like shelters, sanctuaries reach out to homeless animals and house them. They also require many of the same resources that shelters provide, including food for the animals, space for the animals to live, and volunteers to maintain the sanctuary. Financial resources may also be obtained through similar methods. Donations are necessary and subsidies are a possibility, but unlike shelters, money cannot be obtained through adoption fees since there are no animals to adopt. Instead, the animal sanctuaries must focus on gathering additional financial resources through a method unique from shelters: visitor fees. Whereas the animal shelter’s method of generating income is through adoptions, essentially a product, the animal sanctuary must generate income from the entertainment of its guests, a service. The animal sanctuary therefore has the extra burden of maintaining its grounds for any number of visitors that may arrive.

Since the idea of an animal sanctuary revolves around the idea of permanently housing animals that would otherwise be homeless, a lack of resources would be disastrous for an animal sanctuary. Unlike shelters, sanctuaries cannot remove excess animals and therefore do not have many options if the costs of operation become too great. Since the sanctuary’s goal is to permanently shelter animals that would otherwise be homeless, the removal of animals from a

sanctuary is very uncommon and would only take place upon the sanctuary's failure. Animals that are removed from a failing sanctuary will most likely be rehomed to an appropriate environment such as a farm, zoo, or household. In order to avoid failure, the best way to ensure the welfare of the sanctuary is to have an established and reliable income.

2.5 Winslow Farm

There are organizations around the world that consider animal rights with the highest regard. These types of organizations go above and beyond what is expected of a typical nonprofit group and a few of the individuals from within these groups go on to devote their entire lives to the cause. These organizations will spend countless hours tending to animals and providing them with necessary resources such as food and shelter; they do this for little more than the satisfaction of knowing that they have made an animal happy. The workday isn't necessarily easy for a volunteer from one of these organizations, but to them the payoff is massively rewarding. One example of such an organization happens to be the sponsor of this IQP, a nonprofit animal sanctuary named Winslow Farm.

Winslow Farm is located in Norton, Massachusetts. It was established in 1996 by Debra White, an animal enthusiast who as of the year 2013 still retains the titles of president and founder. The farm first opened its gates to the public in the fall of 1997 with a total of 183 animals. Since then, the farm has expanded to house about 300 animals (White, 2012). White runs the sanctuary along with the help of several advisors and about thirty-five volunteers (Old Sturbridge, 2011), many of which are youth volunteers. Together, they provide all of the animals on the farm with ample food and shelter.

As an animal sanctuary, the primary function of Winslow Farm is to take in animals that have been abandoned, abused, or otherwise neglected and house them for life. Its mission is “to provide a high quality ‘stay-for-life’ animal sanctuary, dedicated to the rescue, rehabilitation, and care of mistreated and abandoned animals, to promote the prevention of animal mistreatment through quality educational programs and events and to advocate the preservation of wildlife habitat” (White, 2012). However, to fund such an endeavor the farm must generate an income. This proves to be one of the most major difficulties as the farm is assumed to be unknown to many of the local residents. As a result the donations, while invaluable in sustaining the well-being of Winslow Farm, are not ample enough to keep the farm running. It is the belief of Ms. White that if Winslow Farm can increase its visibility then the sanctuary would be able to generate more income through donations and visitor passes. Currently, the number of visitors per year numbers about 3,000 (Old Sturbridge, 2011). Some of the sanctuary’s attempts to increase its visibility include pamphlets, news stories, a website, and mass mailings.

The sanctuary itself is located in a quiet wooded area off of a paved roadway. The sanctuary’s entrance can be somewhat difficult to find as it is unmarked and is accessible only through a dirt road. The farm’s front gate may or may not have an employee posted. Admission can be either paid to a volunteer at the desk gate or, if no employee is present, voluntarily by the patron. Once inside, the patron is free to roam about the enclosures unguided. Fences surround the premises and an array of fences and gates make up the interior of the sanctuary. Within each enclosure there may be anywhere from one to several types of animals. Visitors are encouraged to interact with many of the animals.

Winslow Farm is unique from the typical animal shelter or zoo because many of its animals are allowed to roam freely about the farm. Smaller animals such as cats, dogs, and some

birds such as chickens can pass through the small gaps cut out at the bottom of the fences. The farm's larger animals, such as the alpacas, donkeys, goats, horses, llamas, pigs, and sheep are more restricted due to their size but still have the ability to roam around and mix to some extent. As a result, it is not uncommon to see a heterogeneous mixture of animals within the farm's enclosures. Since there is little guarantee that any particular animal can be consistently found in a specific area, very few pens have signs identifying the inhabitants of the enclosure. Extensive background information on any of the animals may be obtained from the staff instead.

The animals that currently reside at Winslow Farm generally come from backgrounds where homelessness or neglect is factors. In the very early stages of the farm when habitants needed to be found, Ms. White visited farm auctions and collected animals that appeared to be in poor condition (Croke, 2003). After that, the animals started to come from a range of places. According to Winslow Farm's website, several of the cats that the sanctuary has taken in come from animal shelters. Others have been rejected by their caretakers due to personal reasons, a considerable fraction were discovered as strays, and six cats alone were thrown over the Winslow Farm fence overnight. Regardless of their backgrounds, Winslow Farm still honors their mission statement and provides any animals it receives with a home.

The future of Winslow Farm is uncertain. It currently is having difficulty attracting enough patrons to help pay off the fees associated with running the sanctuary. The funds available to Winslow Farm are limited, a fact that has stymied plans of expansion for years (Croke, 2003). Since the farm is limited in not just its size but also its capacity, Winslow Farm frequently has to turn down calls to save animals in distress as well. The number of calls a day to Winslow Farm has reached approximately 20 on some days, many or all of which have to be rejected due to a lack of space within the sanctuary (Croke, 2003). Difficulties aside, Winslow

Farm does have a welcoming atmosphere which has been considered similar to that of a “fairytale” by some. If the sanctuary is able to become more widely recognized and increase the number of paying visitors that it receives, it may be able to grow and further support its mission.

2.6 Conclusion

Animal cruelty is a devastating problem in the United States. Many organizations have formed to prevent animal abuse by taking in mistreated animals and providing a caring and safe home for them to live. These animal rights groups are frequently nonprofit organizations managed by devoted volunteers and they do their best to successfully give the animals the life that they deserve. However, these organizations encounter a variety of problems due to their nonprofit organization status and because they have a large amount of animals to care for. One of the greatest problems nonprofit animal organizations are faced with is a lack of funding and resources to support their goals and the animals they care for.

Nonprofit animal organizations encounter a variety of issues when they do not have the proper funding and resources. It is a common problem for animal shelters or sanctuaries to have - too many animals and not enough space. They also tend to lack the necessary amount of volunteers to care for all the animals and manage the organization. A lack of funding can also cause problems with obtaining the resources they need to provide housing, food, and medical aid to the animals. These problems can be solved by increasing the amount of donations they receive to cover the cost of any issues they face.

In order to overcome the lack of funding, marketing strategies can be used to increase the visibility and awareness of the organization. Different marketing techniques can be used to target customers, donors, or volunteers, depending on what the organization needs the most. However,

many nonprofit organizations lack the knowledge or resources to develop a successful marketing plan. The organization may also lack the money required to execute elaborate techniques. In general, visibility is a common problem affecting nonprofits, regardless of the size of the organization.

In order to address the issues with awareness for animal rights organizations, our group plans to focus on one example of a small nonprofit animal organization with visibility issues. During the course of our project, we plan to address the visibility issues of Winslow Farm and aim to increase the amount of donations the sanctuary receives. A marketing plan will be developed to raise awareness of the farm in order to attract visitors, to increase the amount of money Winslow Farm earns to support the animals, and to increase the number of volunteers. This project is a small, but important, step towards addressing the larger visibility issues with nonprofit animal organizations.

Chapter Three - Methodology

3.1 Problem Identification

During the early stages of this project, the administrative team at Winslow Farm identified a major problem that the sanctuary has faced: the visibility of Winslow Farm was insufficient. As a nonprofit animal sanctuary responsible for the welfare of hundreds of animals, Winslow Farm needed visitors and financial backers to operate. Winslow Farm was unknown to many of the locals in the surrounding area and it struggled with the day-to-day upkeep of the farm. Our group concluded that if the general visibility of the farm was to be improved, this would draw more attention to the farm and therefore increase the three main groups of people needed the most: donors, visitors, and volunteers. At the start of this project, the number of people that visit Winslow Farm were limited, their volunteer pool fluctuated and was at times unreliable, and most importantly, the total number of donations that Winslow Farm received was insufficient. This project aimed to solve these problems by increasing the general visibility of the farm and using different marketing techniques to target donors, visitors, and volunteers. Later on in this chapter, we discuss each idea that we had as well as the rationale behind the ideas.

Using the major problem statement that Winslow Farm gave our IQP group, we tried to narrow down our problem's scope to identify some specific problem. Why does Winslow Farm lack visibility? In order to answer this question, our group looked into both Winslow Farm's establishment and into their current marketing strategies. We found that Winslow Farm itself, while small and very much informal, seems to be successful in what they do. Their online reviews on social media sites (specifically Facebook) as a whole were positive.

When our group examined the current marketing strategies of Winslow Farm, we found a series of problems. The sanctuary was limited in the marketing strategies that they are able to implement due to a lack of resources (Brodin, Smith, & Waterman, 6/17/2012). From what our group was able to gather, Winslow Farm occasionally had a news article written about them and they have appeared on a television documentary once. Electronically, the organization maintained an outdated website, ran a Facebook page, and they have also utilized email to send out newsletters to former patrons. Our group noticed that their electronic resources were not as developed as they could be. Based on our visit to Winslow Farm, their electronic resources did not seem to capture the essence of the sanctuary and was consequently misleading. Upon visiting the sanctuary, we found that there were a lot more animals than the website portrayed. Through limited pictures of animals, our group was under the impression that Winslow Farm would be a very small sanctuary with a limited number of animals. In reality, however, we found that the sanctuary contained numerous animals.

After reviewing Winslow Farm's attempts to market themselves, our IQP group came up with a series of problem statements that may be behind the sanctuary's shortcomings. First, Winslow Farm did not advertise itself as much as it should. Second, their utilization of electronic resources was lacking, and third, their marketing strategy did not fully communicate the Winslow Farm message. Combined, these problem statements formed the overarching problem of the sanctuary lacking visibility. By addressing these problems, our group has allowed Winslow Farm to become more visible to the general public and aimed to increase the amount of donations, visitors, and volunteers received by the farm.

Once our IQP group decided on a problem statement, we met with the Winslow Farm administration to report our findings. It was during this meeting that an additional problem arose.

While it is possible to increase the level at which Winslow Farm markets themselves, our sponsors pointed out that they may not have enough volunteers to execute any new marketing techniques. With this, our problem statement expanded. Our new problem became “Winslow Farm lacks visibility and may not have a sufficient amount of volunteers to execute any new marketing techniques”.

3.2 Forming the Ideas for Solutions

As we narrowed down the scope of the problem, our group formed ideas for potential solutions. These solutions were formed using two types of approaches. Our first approach to forming ideas was almost entirely reactive and involved the analysis of Winslow Farm’s current marketing techniques. As a group, we went through the organization’s website and Facebook page and looked for areas in which the media could be improved. Whenever we found a potential area for improvement, we made note of it and continued searching. In some cases, we felt that it was appropriate to pull up media of a similar nature and compare it to that of Winslow Farm. When looking at Winslow Farm’s website for example, we simultaneously examined the websites of two other animal organizations (Farm Sanctuary of New York’s www.farmsanctuary.org and Best Friends Animal Society’s www.bestfriends.org) and compared the strengths and weaknesses of all three.

Our second approach to forming ideas for solutions was of a more creative nature. After we saw what marketing techniques Winslow Farm had already tried, we attempted to create a list of techniques not yet utilized by Winslow Farm. We made the list based on what we believed Winslow Farm could execute with their limited resources as well as the image we think they are trying to establish. So, for example, we decided not to advertise on a billboard because Winslow

Farm cannot afford it and because it does not portray the small, sanctuary-like setting of Winslow Farm. A complete list of these ideas can be found in Appendix A. We categorized the ideas by website updates, online improvements, public advertising, improvements to the farm, and future ideas to explore. We also organized each idea based on the main group they would target such as donors, visitors, and volunteers. Table 1 shows the complete list of ideas marked with the target group that we believed the ideas would be best applied to. Many of the ideas listed came from our group and were based upon our perceptions of what is considered to be successful. Our ideas were limited by what we believed would be appropriate for Winslow Farm. Additionally, some of the ideas on the list were either influenced or generated by the IQP group's advisors, our research, or the Winslow Farm administration.

Table 1: Master List of Possible Ideas

Idea Description	Target Group		
	Donations	Visitors	Volunteers
Website			
Short video on homepage of website	•	•	
Animal of the month	•	•	
Online guestbook		•	
Improve descriptions of the animals	•	•	
New pictures of the animals and farm	•	•	
Section on website inviting new volunteers			•
Add Facebook link to homepage			
Text message donations	•		
Online Improvements			
Review and edit Facebook page	•	•	
Pinterest	•	•	
Wikipedia page	•	•	
Ask other websites if they can put a link to Winslow Farm on their website	•	•	
Write an article about Winslow Farm to be featured on similar websites	•	•	
Public Advertising			
TV commercials – Norton Public Access, Chronicle on Channel 5	•	•	•
Article in local newspaper or magazine	•	•	•
Contacting schools for field trips		•	
Local flyers	•	•	•
Advertisements at local supermarkets and stores	•	•	
Contact local Boy Scout troops for volunteering			•
Improvements to the Farm			
Informational workshops		•	•
Brochures to welcome visitors		•	
Map of the farm		•	
Signs on streets to help direct visitors		•	
Uniforms for employees at the farm		•	
Offer a variety of lunch foods		•	
Start a new Geocache at the farm	•	•	
Design a new logo for Winslow Farm			
Put signs on the fences to introduce the animals		•	
Marketing plan for after completion of our project	•	•	•
Future Ideas to Explore			
Documentary TV show	•	•	•
Reality TV show	•	•	•

Table 1: The master list of ideas to increase the general visibility of the farm. Each idea corresponds to the most applicable target group. Some ideas will target more than one group at a time.

3.3 Deciding Which Ideas to Carry Out

In order to decide on the best set of strategies to implement, we further analyzed the complete list of ideas recorded in Appendix A. From this we developed a final list of strategies which we hoped would ideally result in the greatest benefit to Winslow Farm and set the stage for the future improvements. The selection process was based on our general knowledge of marketing strategies for nonprofit organizations, our discussions with the owner and board members at Winslow Farm, and through the analysis of the project's limitations.

Our group conducted general research on marketing strategies for nonprofit organizations in order to learn what strategies work as well as what is unsuccessful. Organizations that understand the message they want to portray to their audience were most successful (Akchin, 2001). We found that targeting specific groups is a very important component to a marketing plan for nonprofit organizations (Pope, 2009). In the case of Winslow Farm, the sanctuary would benefit the most from targeting donors, visitors, and volunteers. With this in mind, each idea we had come up with was further analyzed to identify the group it will target and the message it will send to them. The ideas that did not seem to target the right group were either modified or discarded.

Marketing segmentation was researched in order to narrow down our marketing techniques to be more successful in reaching our target groups. Marketing segmentation is a method used by looking at a larger target group, dividing it into smaller subgroups, and using more specific marketing techniques for each subgroup (Korostoff, n.d.). For example, Winslow Farm wished to increase customers to the farm, including families and senior citizens. The larger target group is the customers and the smaller subgroup is the families and senior citizens. Our group used different marketing techniques to reach each subgroup, such as television

commercials or newspaper articles to reach senior citizens and social media pages to reach families. This research was applied to the master list of ideas constructed by our group. If an idea did not seem to target the right group or subgroup, then the idea was discarded or saved for the future.

We also analyzed the resources available to our group and Winslow Farm in order to define the constraints of the project. Winslow Farm's lack of a volunteer force is a considerable factor in deciding what Winslow Farm can and cannot do, and we kept this in mind while we examining each idea. Financial limitations of the IQP group as well as Winslow Farm were also taken into consideration. We saved elaborate and expensive strategies for future work; therefore, inexpensive strategies were used during the course of this project. We kept any ideas we had that did not require a large amount of time or money because they are the easiest to implement. Also, strategies that could be set up by our group and required minimal maintenance for Winslow Farm to continue the strategy in the future were also kept.

The most effective method of finalizing the list of ideas was meeting with the owner and board of Winslow Farm. During these meetings, we discussed what strategies the farm used in the past and where they thought they could improve. We also discussed the overall message Winslow Farm wanted us to portray through marketing strategies. The list of ideas in Appendix A was presented to Winslow Farm for feedback. It was agreed that Winslow Farm's website was outdated and could benefit from improved marketing strategies, including strategies that are successfully utilized by similar websites. In the past, Winslow Farm brought in a large amount of donations and improved visibility from a documentary. Accordingly, all the ideas relating to the farm being on television were kept and noted as a successful strategy. The owner of Winslow Farm also stressed the lack of volunteers available to execute certain strategies. Therefore, the

ideas that required volunteers were reevaluated and were either made less time consuming or discarded.

As a group, we came up with numerous ideas throughout the term that we believed would help Winslow Farm in terms of visibility. Although we decided to implement many of these ideas, we also came to the conclusion that many of these ideas are not able to be used. One example of the few ideas that were not able to be implemented was the idea of putting a Geocache on or around the farm. Geocaching is a recreational activity that takes place outside in which people use a GPS to find a hidden object, similar to a treasure hunt. Our group thought that this would be a fun, outdoor activity that could be placed on Winslow Farm or a surrounding area in order to attract families.

However, as we began reading guidelines regarding how to set up a new Geocache, our group discovered that commercial caches are strictly prohibited (Listing Guidelines, 2012). We did not initially perceive a Winslow Farm Geocache as being considered commercial, but as we researched the characteristics of a commercial Geocache, we realized that Winslow Farm is considered a commercial property. Our group's intention for placing the Geocache would be to promote and help advertise Winslow Farm, which is one of the characteristics of a commercial Geocache. Moreover, according to Geocache guidelines, the Geocache may not suggest that participants finding the hidden treasure should go inside a business or organization of any sort (Listing Guidelines, 2012). This also defeats the purpose of our group putting a Geocache around Winslow Farm, since the placing of it would imply that we would want the participants to visit the sanctuary. Honestly and ethicality were highly important factors to our group, so even though we liked the idea of a Geocache at the farm, we thought that it was more important for Winslow Farm's reputation to continue to be upheld and respected.

While coming up with ideas for improving Winslow Farm, we realized that many of these ideas would require more volunteers at the farm to help implement our suggestions. In an attempt to solve Winslow Farm's issue of insufficient volunteers, we decided that perhaps the farm should allow Boy and Girl Scout troops to volunteer at the farm to earn their required badges. However, when we presented this idea to Ms. Debra White, she did not agree with this implementation. Ms. White and her board members agreed that they would prefer more mature and experienced staff at the sanctuary that they know that they can trust. Having older, more experienced volunteers at the farm would reduce the amount of time that Ms. White and her board members would have to devote to training them. Moreover, they feared that Boy and Girl Scout troops were too young and immature to handle following specific instructions from the staff and would cause the staff to worry about the safety of young children. The point of increasing volunteers at the farm was to decrease the amount of work for Ms. White and her board members, so the idea of Boy and Girl Scout troops volunteering at the farm was discarded.

Along with thinking of ideas that we could easily implement over the course of our project, our group also explored long-term ideas we had for the farm. Even though we were not able to implement those ideas within the scope of the project, we thought it would be useful for Winslow Farm if we researched larger ideas and set up a plan to implement them for Ms. White or future IQP groups. When we first visited Winslow Farm during June 2012, Ms. White mentioned to our group that her ideal goal was to create a documentary of the sanctuary and put it on a major television network, such as Animal Planet or PBS. Upon presenting this idea to us, Ms. White mentioned that she estimated that this would be a project that cost around \$90,000, a large finance that Winslow Farm did not have. While we agreed that a documentary would be an excellent strategy to increase the farm's visibility, our group mainly focused on smaller, more

local marketing techniques and therefore would not have the time to devote to setting up a large fundraiser for this potential documentary. However, we continued to explore this idea and researched the steps necessary to fundraise for the project and produce a documentary shown on a major television network.

Much like the idea of a Winslow Farm documentary, Ms. White also displayed her interest in setting up a short reality movie based on the daily occurrences at the farm. This idea was similar to the documentary, but it would be completely focusing on the work Ms. White's does with the animals on a daily basis. Similar to the documentary, our group felt as though in order to make a successful reality movie, we would need to fundraise extensively and dedicate the entire length of this project to it, and even then we do not believe that we would finish it before the end of the project. However, we do believe that this was a wonderful idea for the farm, so we researched methods on how to successfully set up a reality movie to put on a television channel that would showcase Ms. White, her board members, and the work they do with the animals every day. We hope that through our research, one day Ms. White or another project group will be able to use our research to create a successful documentary or a reality movie for Winslow Farm.

3.4 Final Ideas to Execute

Once our group had completed analyzing all of our ideas, we selected the ideas we felt were possible to execute and constructed a final list of strategies that we implemented in order to increase Winslow Farm's visibility. The ideas were grouped into five different categories: website improvements, general online visibility, public advertising, improvements to the farm,

and future ideas. The final list of ideas can be found in Appendix B. Similar to the master list of ideas, Table 2 shows each final idea and the corresponding target group of each one.

Table 2: Final List of Ideas

Idea Description	Target Group		
	<i>Donations</i>	<i>Visitors</i>	<i>Volunteers</i>
Website			
Short video on homepage of website	•	•	
Animal of the month	•	•	
New pictures of the animals and farm	•	•	
Online guestbook		•	
Improve descriptions of the animals	•	•	
Text message donations	•		
Online Improvements			
Pinterest	•	•	
Wikipedia page	•	•	
Review and edit Facebook	•	•	
Public Advertising			
TV commercials	•	•	•
Article in local newspaper	•	•	•
Contacting schools for field trips		•	
Improvements to the Farm			
Map of the farm		•	
Future Ideas to Explore			
Documentary TV show	•	•	•
Reality TV show	•	•	•
Marketing plan for after completion of our project	•	•	•

Table 2: The final list of ideas to increase the general visibility of the farm. Each idea corresponds to the most applicable target group. Some ideas targeted more than one group at a time.

The first category of ideas we executed was general website improvements and updates. On the homepage our group added an animal of the month, including a picture and description of the animal. This was a marketing strategy to entice online donations and to help interest new visitors to the farm. We also took new pictures at the farm for future use on the website. A short video was also going to be introduced, but since our project took part primarily in the fall and

winter our group decided to postpone making any videos until the spring. This video's intention was to convey the message of the farm and at the same time show the farm on video instead of pictures. Ideally it would give viewers a better idea of how beautiful the farm is and therefore entice them to visit.

The second category, general online visibility improvements, consisted of improving Winslow Farms online presence. Our group wrote and published a Wikipedia site dedicated to the farm. Winslow Farm was also advertised on Pinterest, an online pinboard. This website is an online scrapbook for users to post pictures of topics they find interesting, allowing other users to view and comment on their topics.

Our group executed visibility ideas other than the website by reaching out to the general public using other media formats. The owner of Winslow Farm found great success with television in the past. As previously mentioned, our group unfortunately did not have the appropriate resources such as time and money to be able to conduct highly elaborate television projects, such as a documentary or a reality movie. However, our group was confident that we have the appropriate resources to conduct smaller, less elaborate marketing plans that were successfully put on television. For instance, our group ran an advertisement on the Norton Public Access Channel for local customers. By advertising on the public access channel, we appealed to older citizens, who were primarily the largest group of people who tend to watch this channel. Moreover, the viewers of the public access channel are also local citizens who we believed would become interested in Winslow Farm after seeing it portrayed as an important aspect of the town of Norton. We also looked into other local channels to see if we could run a short commercial advertising Winslow Farm. Although these implementations were not as elaborate as

an expensive documentary, we successfully created more local attention and established an excellent starting point for gaining Winslow Farm visibility.

For paper advertising, we planned to write an article for the local newspapers and animal related magazines. Some animal related magazines are aimed towards readers who are rescue or shelter professionals, such as the Animal Sheltering magazine sponsored by the Humane Society of the United States (Animal Sheltering Magazine, n.d.). We thought that this type of magazine would interest possible volunteers that already have experience working in the field. Our group also attempted to reach out to local schools and discuss the possibility of running field trips to the farm. We thought that contacting the schools would gain a new group of people interested in visiting the farm or donating. Lastly, we originally planned to hang up a few local flyers to try and reach out to the general public. However, since neither Ms. White nor her volunteers would have the appropriate amount of time to devote towards hanging and maintaining the flyers, this idea was eventually discarded.

The improvements that we planned to do at the farm were intended to improve customer relationships as well as attract new visitors and increase the overall visibility. We suggested to the owner of Winslow Farm that informational workshops were used by similar sanctuaries with success, so we originally planned to try and organize a workshop for Winslow Farm. These workshops would be based on a variety of different topics including workshops for the general public as well as workshops aimed to educate animal rescue professionals. However, due to our group's time constraints as well as the constraints of the farm's volunteers, this idea was discarded. We also planned to introduce new visitors to the farm by designing a map to help them navigate through the farm. This map was successful.

Future plans for the farm included a detailed and organized plan for increasing visibility that was presented and given to Winslow Farm. This plan included a schedule and details about continuing the ideas that we have executed, such as the animal of the month idea. The plan also described each idea we have executed, the amount of time and work that needs to be done for each idea, and future ideas that we did not have the resources to implement during the project. Based on the success of the ideas that we have executed during our project, Winslow Farm was able to choose which ideas to keep and which to discard. This plan also intended to help spark new ideas after our project was completed and therefore would continue to help increase the visibility of Winslow Farm.

3.5 The Rationale Behind Each of our Improvements

In order to decide which strategies would be best suited to increase Winslow Farm's visibility, we divided our ideas into three major goals relating to the needs of the sanctuary. The first goal was to increase the number visitors. Without these, Winslow Farm would lack a major source of funding. During one of our visits to the sanctuary, our group noticed that there were no other visitors and we viewed this as a problem. Our observations were not unusual however. In 2011, the number of visitors to Winslow Farm totaled about 3,000 ("Winslow Farm's Debra White", 2011), a number that calculates out to be just under ten visitors a day on average. By executing some of our strategies, we were able to increase the number of visitors with the hope of increasing the operating budget that Winslow Farm receives.

Our second goal was also directly related to increasing the income for Winslow Farm's cause: the increase of donations. Like visitors, an increase in donations would allow the sanctuary a greater operating budget. Unlike visitors however, donations are typically electronic

and do not require any employee-visitor interaction. As a result, we found that the sanctuary does not have to spend extra resources organizing and cleaning up after guests, which made an increase in donations potentially more desirable than an increase in visitors.

The last of the three goals we developed for Winslow Farm was the attraction of more volunteers. Without volunteers, we were unable to execute many long-term marketing plans because we found that Winslow Farm lacked an ample volunteer force capable of doing so. Volunteers are very important to the function of any nonprofit organization as they help alleviate the workload on the current employees and they allow extra finances to be set aside for the organization's operating budget. Table 3 depicts the extent of volunteer involvement in organizations. The table can be read as three separate columns: nonprofit organizations when grouped by staff, nonprofit organizations when grouped by the number of clients, and nonprofit organizations when grouped by volunteers. As the table shows, the majority of organizations surveyed had fewer than 15 staff and most also had over 50 volunteers. The survey was conducted on 30 nonprofit organizations and concluded that volunteers take up a large portion of the nonprofit workforce, which is remarkable considering that in 2006, nonprofits had an economic impact of \$3.4 billion (Pope, 2009).

Table 3: Nonprofit Organization Staff and Volunteer

Number of Staff		Number of Clients		Number of Volunteers	
1-5	36.7%	25-50	6.7%	6-10	3.3%
6-10	10%	51-75	-	11-15	6.7%
11-15	10%	76-100	3.3%	16-30	13.3%
16-30	10%	101-200	10%	31-50	10%
31-50	6.7%	201-300	3.3%	51-75	10%
51-75	3.3%	301-400	3.3%	76-100	6.7%
76-100	3.3%	401-500	3.3%	100-150	6.7%
101-150	3.3%	501-600	13.3%	151-200	6.7%
151-200	3.3%	601-700	-	201-250	3.3%
		701-800	3.3%	251-300	6.7%
		Over 800	43.3%	Over 300	20%

Table 3: Nonprofit organizations sorted by number of staff, by clients, and by volunteers
(Source: Hartenian, 2007)

3.5.1 Improvements to Winslow Farm’s Website

A commonly used tool in modern society is the internet. With this in mind, our group believed that in order to represent themselves effectively to a large audience, Winslow Farm should have an updated website that communicates their cause effectively.

Improvement 1: Include a short video on the homepage introducing the farm

By including a short video on the homepage of Winslow Farm, we hoped to enhance the first impression that visitors to the website receive. Winslow Farm’s homepage used to display a slideshow of pictures from the sanctuary. Although these images were somewhat revealing as to the nature of the sanctuary, they were not as engaging as a short video. While a slideshow shows still-life images, a video recording makes it easier to communicate the liveliness of Winslow Farm through both movement and sound. With a short video on the homepage, potential visitors would be informed more in depth about the sanctuary than they would be with a slideshow and

may, as a result, feel more comfortable visiting. Lastly, a well-made video makes more of an impact on visitors to the site than a slideshow.

Improvement 2: Add an “Animal of the Month” section to the website

During a meeting with Ms. White, we asked her what message she believed a viewer should take away from the Winslow Farm website. She responded by telling us that she wanted a viewer to understand the plight of both animals and the environment at the hands of humans (Brodin, Faust, and Smith, 2012). Our group felt that it would be difficult posting images of abused animals on the website as that is not what we want a visitor of Winslow Farm to expect. However, what we decided we could do was to start an “Animal of the Month” section that chooses one animal from the sanctuary and describes their rise from hardship in depth. In doing so, we hoped to generate at least one connection between website visitors and the animals of Winslow Farm. Ideally, this increases the number of visitors and donors.

Improvement 3: Add new pictures to the website

Winslow Farm’s website had a limited number of photos. Their homepage used to have just one image: a slideshow which displayed a series of scenes from the sanctuary. In order to make the website more engaging, we believed that the website should have more pictures in addition to a short video. With the addition of more scenes from around the farm, we believed that the website as a whole appears more lively and attractive to visitors. We found that more photos better capture the “busy but peaceful” essence of the sanctuary than a slideshow can. Donors that do not physically visit the farm may also feel more at ease seeing what they are donating to as well.

Improvement 4: Implement an online guestbook

Our group believed the implementation of an online guestbook may be effective in establishing a sense of community among visitors to Winslow Farm. An online guestbook would allow visitors to the website to write their name and make comments concerning the farm. While such an idea would require some maintenance by a website moderator, it would help Winslow Farm because the public would be convinced to visit the farm through the use of positive comments. If for some reason some of the comments are more critical in nature, it would also help because Winslow Farm would then know where they should improve.

Improvement 5: Improve the descriptions of the animals

There is one page on the website that focuses on telling the stories of each of the animals at Winslow Farm. Some of the stories are well written and give a fairly detailed background on the animal. However, we found that other stories were very short, consisting of only a few sentences. It was our group's belief that in order to create a more professional sense of consistency, these shorter descriptions should be lengthened. In addition, lengthening the descriptions would help a reader connect to the animals. Lastly, if a visitor to the website views the descriptions page, reads a few of the animals biographies, and finds that the descriptions are detailed, they may very well assume that the rest of entire description section is very detailed. These improved descriptions will give them a sense that the dynamics behind Winslow Farm are deep, and hopefully entice them to visit in person. Alternatively, the presence of detailed descriptions for all of Winslow Farm's animals makes it apparent that Winslow Farm cares deeply for its animals, an encouraging idea for potential donors.

Improvement 6: Add links to social media sites such as Facebook to the homepage

The inclusion of social media links on the Winslow Farm homepage has a variety of effects. First, it makes the sanctuary seem more established and professional in its use of media. Second, the use of social media includes people who for some reason prefer to use other websites such as Facebook to learn about locations. Having a link to social websites attracts people to visit Winslow Farm pages elsewhere, and depending on the nature of the social media site, this can effectively spread visibility among people who have not heard of Winslow Farm.

3.5.2 Improvements to Winslow Farm's Online Visibility

Not everyone who knows about Winslow Farm will visit their website. Instead, what our group also did was increase the online visibility of Winslow Farm using other methods. By spreading the name of Winslow Farm to a variety of websites, Winslow Farm's online visibility was increased along with and the number of visitors and donors.

Improvement 7: Introduce Winslow Farm to Pinterest

Pinterest is just one of many sites that can attract attention to Winslow Farm. On this site, a visitor can pin images that they own onto a public online billboard. Our group felt that even though it is not a major strategy, by making Winslow Farm more visible to people that use this website a larger pool of people may become aware of Winslow Farm. These people are also more likely to visit the Winslow Farm website and may then become interested in visiting or donating to the sanctuary.

Improvement 8: Make an article on Wikipedia

Winslow Farm's current presence on the internet was somewhat lacking. There were not many sources to go to in order to find information regarding the farm. Our group believed that if we were able to write and post an article on Wikipedia, people who are curious about Winslow Farm will have some place to go to learn about the sanctuary. The article that we posted is in depth and interesting and therefore it is possible to attract visitors or donors that are skeptical about Winslow Farm to the cause via the Wikipedia page.

Improvement 9: Review and edit Winslow Farm's Facebook page

Upon visiting Winslow Farm's Facebook page, our group noticed there were a few problems. Most importantly, the page did not seem to be maintained as well as it should be. Our group reviewed and edited Winslow Farm's Facebook page so that it had a more professional appearance without losing the focus on the important themes that Winslow Farm wishes to communicate. With the editing of the Facebook page, we strived to make Winslow Farm appear more attractive to people who visit the site.

3.5.3 Improvements to Winslow Farm's contact with the locals

At the start of the project, we discovered that there was much to be done to improve Winslow Farm's online visibility. However, due to the size of the internet, the sanctuary would not necessarily attract as many visitors as it can because a majority of people that use the internet live far away from Winslow Farm. Instead, we found that a better tactic revolved around attracting locals to visit. Since the internet is a broad method of contact that is relatively

ineffective in advertising to a desired area of the world, we thought that contact with the locals should be established through other means.

Improvement 10: Create advertisements to be aired on public access channels around Norton

Winslow Farm does not have the resources to pay for a television ad. Instead, an option that our group decided to look into making short advertisement bulletins for the public access channels surrounding, and including, the town of Norton. Although the channels themselves do not have a wide audience, advertising on them would be useful to remind local people of Winslow Farm. Using these bulletins, our group expected senior citizens of the community to be more likely to watch this channel than other demographics. This worked out well because Winslow Farm can easily accommodate seniors due to its peaceful, low-stress, and relaxed environment.

Improvement 11: Write an article for a local newspaper or animal magazine

For the locals who neither watch television nor use social media, a short article in the local newspaper may potentially bring Winslow Farm to their attention. In using the local newspaper, our group simply intended to get Winslow Farm's name out into the community. A similar option would be to write an article for an animal magazine. Our group realized that while this would increase the visibility of Winslow Farm, it would not necessary increase the number of visitors, especially if it is a national magazine. However, magazines tend to have a very specific focus group, and we thought that if Winslow Farm can successfully appeal to those groups, it would see an increase in the donations received.

Improvement 12: Contact schools for possible field trips to the farm

Contacting schools was another idea our group had to possibly attract visitors to Winslow Farm. By using this technique, our group's intent was to increase a demographic of visitor that typically does very well around animals: children. One field trip to Winslow Farm would not necessarily mean that Winslow Farm only sees a jump in visitor attendance for one day. Ideally, the children that visit talk to their friends and family about the sanctuary, increasing the visibility of Winslow Farm. We thought that if the field trip were to be successful enough, the children that visit would want to come back or become volunteers at a later date. Moreover, the schools would also probably want to plan more field trips to the farm as the children change grades.

3.5.4 Improvements to Winslow Farm

Aside from the usual marketing techniques, one last major idea that we had to increase Winslow Farm's visitors, donors, and volunteers was to make the sanctuary as stress free and memorable as possible. We thought that if we were able to ensure that Winslow Farm is both of these, people that visit once may be likely visit again. People that visit may also use word of mouth to spread the visibility of Winslow Farm if they had an especially enjoyable time.

Improvement 13: Make a map of the sanctuary

Winslow Farm's original map, shown in Figure 1, is comprised of a collection of circles that does not accurately describe the layout of the sanctuary. It is an interactive map that used to be found under the "media" section of the Winslow Farm website. It is interactive in the sense that the buildings are replaced with animal pictures when the cursor scrolls over them.

Our group believed that this map could be improved considerably to give potential visitors to the sanctuary a better idea of the farm in which they are visiting. The map we created is for use on both the website and at Winslow Farm. The intention of this map is to help visitors feel more comfortable about their visit and will hopefully help keep them from getting lost. Winslow Farm is small so it is fairly difficult to get lost in the normal sense; however it is easy to accidentally wander off the property. During one of our visits, our group checked out a woodland path behind the sanctuary and somehow made it back to the street on which Winslow Farm is located.

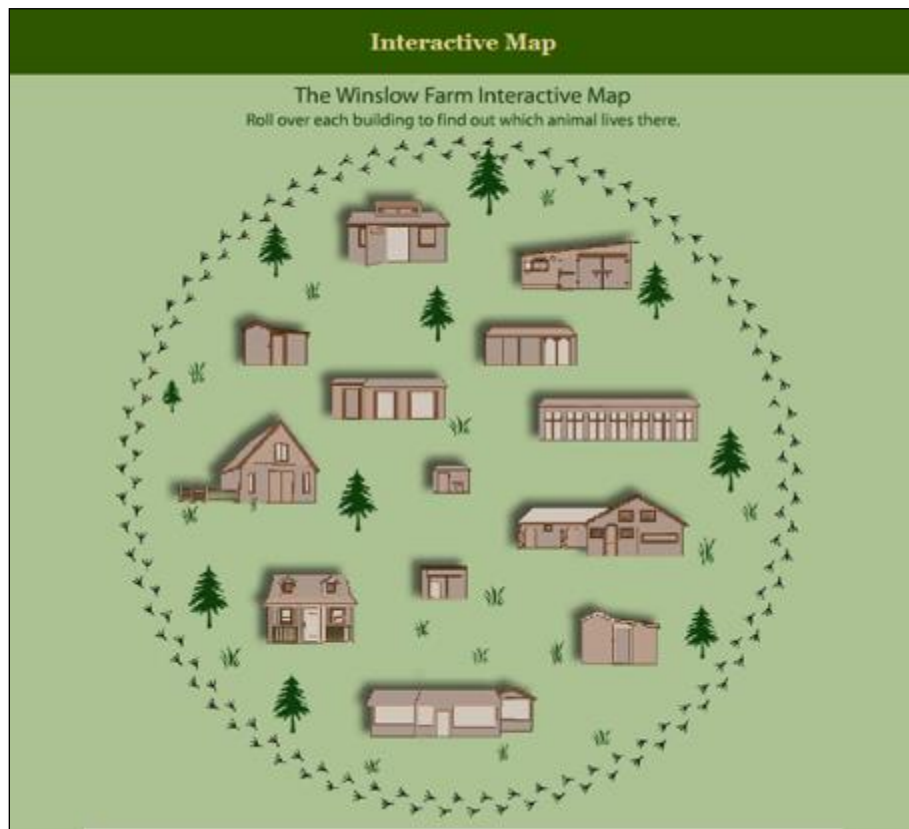


Figure 1: Winslow Farm's current map on their website

3.6 Measuring the Success of our Improvements

In order to measure the impact we have on the visibility of Winslow Farm, our group came up with methods to measure the success of our project. The main three goals of our marketing plan were to increase visitors, donations, and volunteers to the farm. These goals were simple to measure by comparing the amount of visitors, donations, and volunteers both before we executed our ideas and then after the completion of our project. Winslow Farm's staff told us about any changes in the number of people contacting or visiting the sanctuary since we started making improvements.

Many of the improvements we made were related to redesigning the website and improving general online visibility. In order to measure the success of social media websites such as Facebook or the Winslow Farm website, we looked at a few different components to the website. One was to look at the increase of the number of followers or likes on the website. We also examined the follower interaction such as the number of likes on new comments posted by Winslow Farm or the number of comments posted by followers. We were able to watch the number of times posts by Winslow Farm were shared by followers or reposted on their own social media site. Lastly, we were able to measure the increase in traffic on the website or social media sites by using a site tracker (Kabani, 2012). The site tracker records the number of people that have visited each week, how long they spent on the site, and the links that were most frequently clicked on. These different ways of measuring the success of the social media sites will help to tell us if our improvements were useful to increase online visibility.

Chapter Four – Execution and Results

4.1 Introduction

This chapter describes the major tasks our group accomplished and how we executed the ideas to improve Winslow Farm. It is divided into four sections: website, online visibility, public advertising, and improvements to the farm. Each of the sections contains a series of ideas that we attempted to execute as well as some of the results of the proposed solution. These results are evaluated in Chapter Five – Recommendations.

4.2 Website Improvements

The internet is a convenient and increasingly important way for people to communicate and spread ideas and it is important for any business or organization to have a strong website. This is typically the first place a person will go to learn more about your cause and find information. After methodically reviewing each page of the Winslow Farm website as well as other similar websites, our group came up with a list of items that would improve the quality of their website. Our first goal was to add interesting items such as videos and pictures of the animals in order to draw in visitors and donations. We also wanted to make it is easy as possible for visitors to navigate the website and find the information they are looking for.

General Website improvements

Upon first reviewing the Winslow Farm website, our group felt that it needed some improvement but was overall in an acceptable quality. After looking at the site several times however, we realized that many things needed to be changed. We asked the owner of Winslow Farm for the webmaster and we received her contact information. Shortly after, we contacted the webmaster, Annmarie Collette, and asked her if it was possible to make changes to the website. She stated that she was planning on revamping the entire site when she was free in January or February, a few months away from our request. To help her out, we wrote a list of about 70 different items on the website that can be improved upon. This list ranges from basic changes that span the entire site, such as keeping everything on the site in one browser window, to specific items like adding a “Facebook” button on the homepage. We decided to come up with this list rather than modify the website ourselves because Ann Marie is most familiar with the workings of the website. This list can be found in Appendix C.

The Winslow Farm page underwent many small improvements. Since we were unable to start working on the website until late in the project, we were unable to do as many improvements on the website as we would have originally liked to. Regardless, our group believes that even small improvements may help out anyone visiting the site to some extent. The list of website improvements that we actually executed can be found in Appendix D. If there are any impacts on visitors to the website as a result of our improvements, it will be very difficult to tell. As shown in Table 1 and Figure 2, the number of visitors to the Winslow Farm website varies significantly based on the season. Spring typically results in the greatest number of visitors to the website, likely due to the sudden nice weather and the general desire by people to enjoy the outdoors again. Winter in the meantime tends to be the slowest season.

Summary by Month										
Month	Daily Avg				Monthly Totals					
	Hits	Files	Pages	Visits	Sites	KBytes	Visits	Pages	Files	Hits
Jan 2013	1150	1040	351	184	166	94897	369	702	2080	2300
Dec 2012	2596	2259	726	279	3395	3511835	8651	22526	70059	80485
Nov 2012	2675	2353	577	211	3491	3730900	6336	17335	70594	80264
Oct 2012	4555	4072	828	272	5637	6672933	8433	25692	126239	141231
Sep 2012	5224	4819	662	231	4215	6978989	6935	19884	144572	156734
Aug 2012	6474	5793	965	407	4334	8871241	12635	29930	179595	200711
Jul 2012	6866	5979	1223	482	4385	9416822	14944	37929	185363	212858
Jun 2012	6225	5825	703	256	4375	8983763	7705	21113	174758	186775
May 2012	6144	5704	744	282	4372	8545528	8755	23073	176842	190474
Apr 2012	8500	7782	1454	410	7133	12811565	12301	43629	233473	255011
Mar 2012	5856	5414	803	278	5353	8766443	8643	24914	167835	181565
Feb 2012	4463	3962	694	233	3995	6476178	6784	20142	114901	129446
Totals						84861094	102491	286869	1646311	1817854

Table 1: Website statistics from January 31st, 2013. This shows a monthly summary of the number of visitors per month and an average of the visitors per day. Provided by website host at FatCow.com.

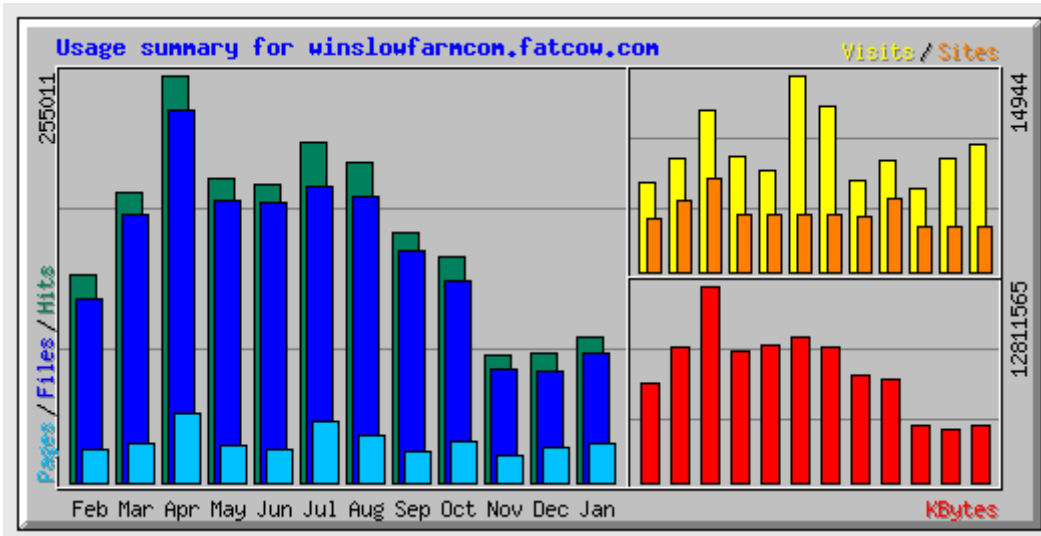



Figure 1: Graphical representation of the website statistics from January 31st, 2013. Provided by website host FatCow.com.

Featured animal of the month

The featured animal of the month is an idea we developed intended to interest people who visit the website to go to the farm in person. On the homepage of the website, there will be one featured animal each month with a picture of them and their story. Many of the animals had a tough life before coming to the farm and now live a happy life. The featured animal idea is to help increase visitors by telling the animals story. Ms. White chose twelve animals to feature, and then we began gathering information.

We went to the farm to take portraits of the featured animals that Ms. White chose. During the photo shoot, we collected information about the featured animals from the staff and wrote descriptions for some of the animals. The descriptions for Athena, Waterford, Spirit, Sturbridge, Howie, Stardust, and the alpacas Noelle, Pisca, and Carolina were written and sent to Ms. White for review. We did not have enough information to write the descriptions for the rest of the featured animals, so Ms. White will continue the descriptions for us. An example of a finished animal description is shown in Figure 3. The full list of featured animal descriptions can be found in Appendix G. These descriptions will be posted on the webpage after Ms. White has reviewed them.

Stardust



Stardust is a handsome white donkey that lived a very difficult life before being rescued by Winslow Farm. He was bought by the farm from a meat auction where he was destined to be slaughtered for food. At the auction he was whipped and dragged around with chains because he would not walk as he was told. Stardust struggled when walking because he suffered from a bad case of Founders, caused by his former owners refusing to trim his hooves. His hooves began to curl up and it was very painful for him to walk. That day, the owner of Winslow Farm took him home and gave him a second chance for a better life. He was welcomed to the farm with love and care and Stardust settled in quite well. He has happily lived at the farm for over 16 years and become friends with the other donkey, Jezebel. Stardust is very friendly and will often walk with visitors around the farm. Come meet Stardust at Winslow Farm to meet his kind and gentle personality. You can also support Stardust by donating to Winslow Farm and contribute to giving him the new happy life that he deserves.

Figure 3: Example of a featured animal description for the homepage of the website.

The featured animal of the month idea was designed to interest visitors on the website to come to the farm. The featured animal section on the homepage would show a portrait of one animal and tell their story and how they found a home at Winslow Farm. Ideally, the visitor would read the story and become interested in coming to the farm to meet the featured animal. Unfortunately, this is a difficult improvement to measure the success of because there is very little that proves that the website visitors were interested in the featured animal. However, stories about animals that had been mistreated or abused and then brought to a new loving home is an emotional story that people are interested in. Based on that, we hope that the featured animal idea will help bring new visitors to the farm in the future.

Video on the homepage

From analyzing the website after visiting the farm, we noticed that the website did not give a good representation of what the farm is like in person. We thought that a video on the homepage would be an effective way to show visitors what the farm is like. Therefore, we plan to go to the farm and film the animals interacting with each other and the staff. These shots will be edited together into a short video that will then be given to Winslow Farm so they can put it on their homepage.

Pictures

We noticed a lack of Halloween pictures during October, so we went to the farm and took pictures of the Halloween decorations and the spooky trail. These images were organized to an online website and will be saved to use next year when Winslow Farm is marketing their Octoberfest.

We also noticed that pictures receive the most attention on both the website and the Facebook page. While at the farm taking pictures of the featured animals, we also took general farm pictures that can be used in the future for whatever Winslow Farm wants. These pictures were also used to start the Pinterest page. Based on the Facebook results, we can conclude that pictures are more popular than text and we expect that new pictures on the website will be very successful.

4.3 Online Visibility

In order to increase the online visibility of Winslow Farm, we looked into the most popular types of websites that the public uses. The three websites we found that were most relevant to Winslow Farm was Facebook, Wikipedia, and Pinterest. We researched how to make the most out of each website and used that knowledge to create new pages on Wikipedia and Pinterest. We also made several updates to Winslow Farm's Facebook. By improving their online visibility, this will ideally interest a new group of people and help keep visitors coming back.

Pinterest

Social media has become a prevalent part in society among younger generations. Many people use social media as an important tool for learning more about businesses and organizations. Taking this into consideration, we created a Pinterest page for Winslow Farm and included on the page numerous pictures of the animals around the farm. We believe that this will attract the attention of many Pinterest users and encourage them to visit the farm. We uploaded around twenty pictures of different types of animals on the farm and included various pictures of the buildings and structures. A screenshot of the Pinterest page can be found in Appendix F and below in Figure 4.

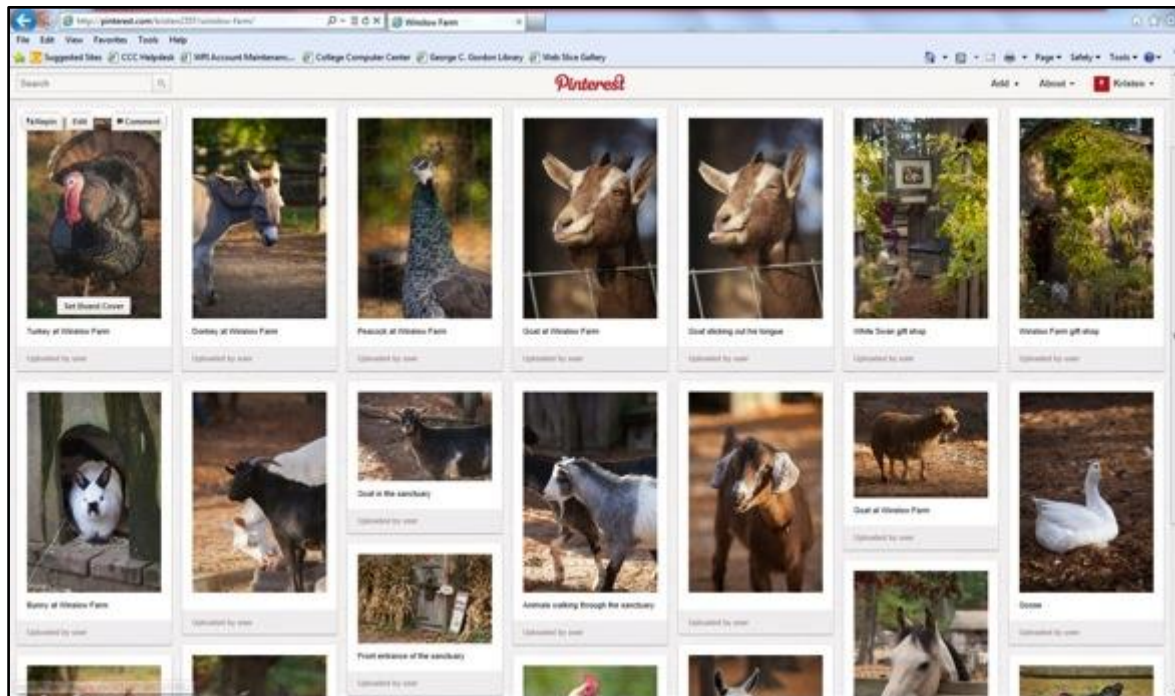


Figure 4: A screenshot of the Pinterest page

The Pinterest page we created did not generate any followers or likes from people. A possible remedy for this would be for Winslow Farm to connect the Pinterest page via Facebook so their Facebook fans will be able to see and visit the Pinterest page. We did not connect the Pinterest page to Facebook upon initially setting it up because we did not want to connect the Winslow Farm Pinterest page to our own personal Facebooks since this would be irrelevant. However, if Winslow Farm connected this Pinterest page to their Facebook fan page, we believe that this would increase the visitors to the Pinterest page.

Wikipedia

Since Wikipedia is one of the largest electronic encyclopedias in the world, we decided that making an entry for Winslow Farm may be helpful to anyone interested in learning more about it. Writing the article was fairly simple to start but somewhat difficult to actually write. To

begin, one of our group members created an account on Wikipedia- a process that involved little more than creating a username and password and validating the account via email. We were allowed to begin writing immediately after the account was validated, a process that took a matter of minutes.

We wrote an article discussing Winslow Farm and submitted it. The writing and formatting had to be done entirely in text. While writing it, we had to keep Wikipedia's following rules in mind: avoid making the item being discussed sound like an advertisement, mention the significance of the item, use valid sources, and above all make it understandable. After we completed our article we submitted it by attaching a tag onto the bottom of the page and it was added to a list of articles pending review. A few days later the article was rejected by a moderator because it did not discuss why Winslow Farm was notable enough to be included in an encyclopedia. The rejected article is in appendix F1.

For our second attempt, we found a series of sources that referenced Winslow Farm. We added to the article and mentioned Winslow Farm has been in the Norton Mirror, the Sun Chronicle, the Boston Globe, and a news channel. Additionally, we attempted to add to the notability of Winslow Farm by mentioning how Wheaton College is researching the effectiveness of "clicker training" on Winslow Farm animals. These changes were enough for the Wikipedia moderators and our article was posted several days after we submitted it. The accepted article is in appendix F2.

As of February 4th 2013, the Winslow Farm Wikipedia page still exists. While there is no apparent way to see the page's visit history, there have been visitors to the page. On December 4th, 2012 (around two weeks after being made an official page), an editor put the article into the "Norton, Massachusetts" category and removed it from the "uncategorized" category. The page

itself has been visited by the sponsor and by at least two other visitors according to the page ratings.

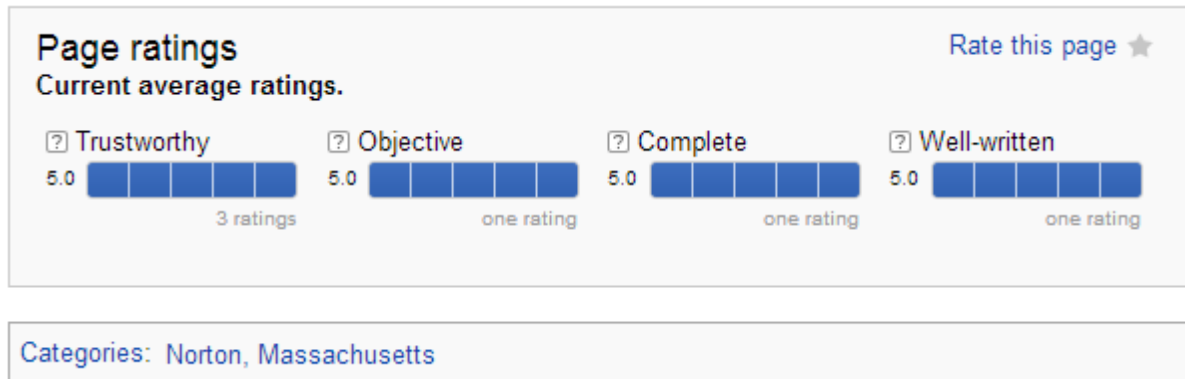


Figure 5: Wikipedia page ratings

While the current ratings are perfect, they are undoubtedly skewed and will likely drop as more people visit the page. Once the ratings drop in one area (such as “Complete”), future editors can then identify and improve weaknesses in the article.

Facebook

As one of the most influential social media websites around, our group decided that improving the Winslow Farm Facebook may be a good way to increase the quality of the image Winslow Farm tries to convey to its community. After reviewing the Winslow Farm Facebook page and identifying a few things that needed to be changed, we contacted Sean Cauldwell, the person in charge of the Winslow Farm Facebook page, and one of our group members received moderator privileges on the page and therefore permission to revise the Facebook page. Next, we created a document containing the modifications we planned to make on the Facebook page and sent it to Sean Cauldwell for review. The document we sent is in Appendix H. We generated the items within this document using two methods. The first method was simply what looked right to

us. Except for a few inappropriate pictures posted by third parties, we did not find anything wrong with the Winslow Farm Facebook page. We then went through the comments that people had left on the page to see if anything else needed to be changed. We noticed some people were confused about the Winslow Farm hours of operation so we decided that increasing the visibility of the Winslow Farm hours would be something we would change. After about two weeks we received permission to make the proposed changes from Sean.

Regarding the changes to the Winslow Farm Facebook page, we changed the “about” section so it was more readable (modified the description and hours), removed dead links from the “about” page, and we removed spam. We decided to postpone adding both another album and a videos page to a later date since we did not have the appropriate media. The pictures and video we have are from October / Halloween, and by the time we received permission to make changes, it was mid-November. Instead, we decided to pass on these pictures to Winslow Farm so they can post it during October of next year. Lastly, we abandoned the idea of a shop on the Facebook page as it would create extra work for the Winslow Farm volunteers.

The Winslow Farm Facebook continues to be an important part of Winslow Farm’s visibility. As of February 4th, 2013, it had 2,121 likes (a number that directly relates to the number of people that publically show interest in Winslow Farm on Facebook). This number has been rising at a relatively constant rate since we began this project in August of 2012. On August 8th, 2012, the Winslow Farm Facebook page had a total of 1677 likes. Specific trends can be viewed in the following figure.

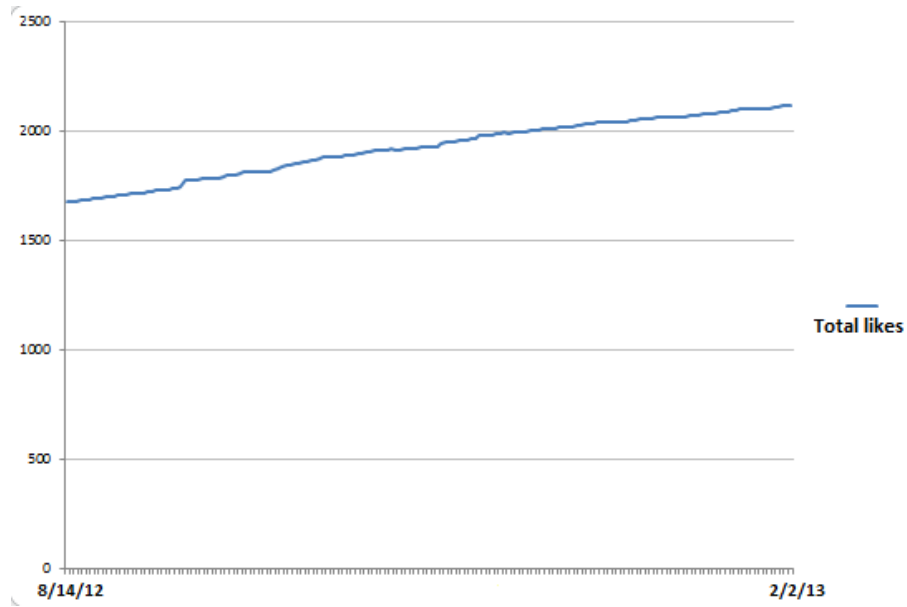


Figure 6: Winslow Farm Facebook page likes

The above graph shows that Winslow Farm has and likely will continue gaining interest in a slowly-decaying but otherwise relatively constant rate. According to the statistics given by Facebook, the majority of these likes are from women between the ages of 25 and 54. Specific data is given in the table below.

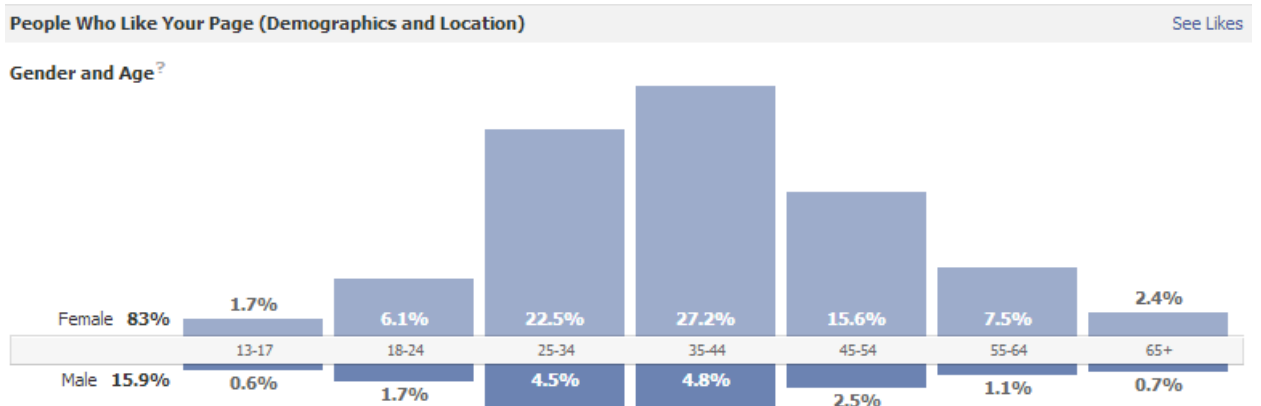


Figure 7: Winslow Farm Facebook page like demographics from February 2013

These results differ slightly from the demographics obtained from the start of this project. The demographics from August 2012 are shown below.

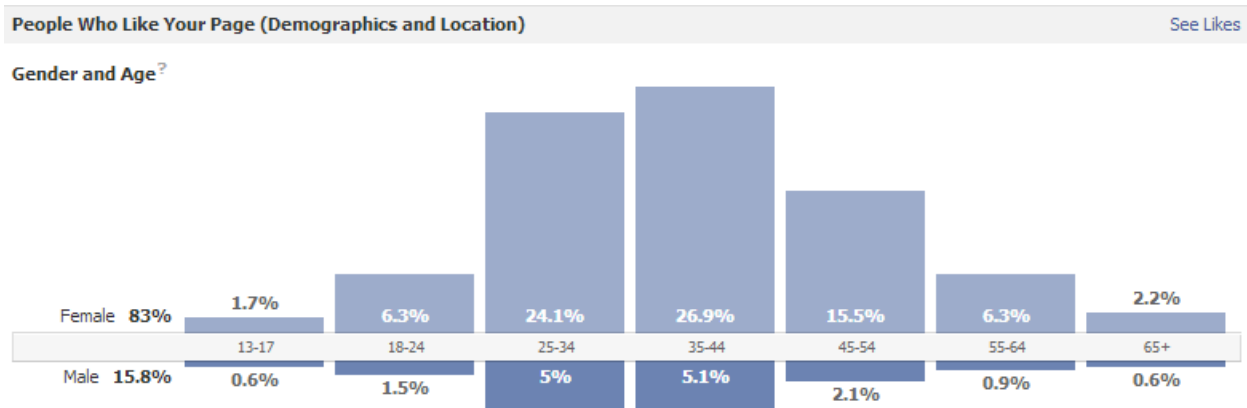


Figure 8: Winslow Farm Facebook page like demographics from August 2012

The data shows that while the overall ratio of likes from males and females remained the same, there is a noticeable change in the percentages at the older end of the spectrum. In August of 2012, 6.3% of Winslow Farm’s likes came from females between the ages of 55 and 64 for a total of 104 people. Six months later that number jumped to 7.5%, or 154 people. Similar trends can be seen among the rest of the older-age demographic. Likes from male seniors over the age of 65 increased in number from 10 to 15 and likes from female seniors over the age of 65 increased from 36 to 51. These changes may be due to the public advertising via the local access channels that our group executed since that particular effort was focused on increasing the visibility of Winslow Farm among seniors.

4.4 Public Advertising

Public Access Channels

When looking at groups of people in a population to target for marketing Winslow Farm towards, our group decided that along with children, elderly people also enjoy animals and the relaxing atmosphere that Winslow Farm provides. The public access channels of local towns are frequently viewed by senior citizens. Knowing this, we contacted various public access channels around the Norton area in order to submit an advertisement to be posted on their bulletin. The local access channels that we submitted an advertisement to include Norton, Taunton, Easton, Foxboro, and Attleboro public access channels. Originally, we intended to advertise Winslow Farm as a general place to visit. However, when looking at other bulletins posted on the channels, we realized that the bulletins tended to advertise a specific event. Since we thought that advertising a specific event at Winslow Farm would increase the chances of the advertisement being approved and aired, we decided to submit a bulletin with information regarding Winslow Farm's annual Yuletide Event.

We submitted an advertisement to five local access channels near Norton, including the Norton, Taunton, Easton, Foxboro, and Attleboro public access channels. Debra White reported to us that this year's Yuletide event received approximately 40 visitors, a significant increase when compared to the five or six Yuletide event visitors that she has received in the past. While we are not absolutely sure that this large increase in visitors resulted from our local access bulletins, it is very coincidental that the amount of Yuletide visitors increased after posting numerous announcements.

Newspaper Articles

Due to the newspaper's popularity, we decided to contact a local newspaper to feature an article on Winslow Farm. However, we felt that it was important that the article featured a specific event because we believed that if the article just talked about Winslow farm in general, it would feel as though it was more of an advertisement and it probably would not get approved. Even though we considered the possibility of sending a Winslow Farm advertisement to the newspaper, we felt as though having a Winslow Farm featured article would be more likely to be read. Moreover, submitting an article is free whereas buying advertisement space can be costly. Similar to the public access bulletins we submitted, we wrote the newspaper article about Winslow Farm's Yuletide event but in more detail than the bulletins. We also included a picture from one of Winslow Farm's past Yuletide events. We submitted this article to The Norton Mirror, which is Norton's local newspaper. Unfortunately, the newspaper's editors decided not to publish the article.

Debra White also specifically asked for Winslow Farm to be featured in the Boston Globe. Winslow Farm was featured in this newspaper in 2003 and, because of this, the farm gained a lot of visibility. However, the Boston Globe is a major news source and we didn't think that just contacting them would be effective. Instead, we contacted Vicki Croke, the author of the 2003 Boston Globe news article, and asked her about writing another featured article on Winslow Farm for the Boston Globe or any other news source. She did not contact us back.

Contacting Elementary Schools

Children are a huge portion of the population that tends to take a special interest in animals. Taking this into consideration when developing a marketing plan for Winslow Farm, we decided to contact various elementary schools within a 30 minute radius from Winslow Farm.

Also, in order to determine which schools to contact, we used a Facebook Demographics chart that displays the locations of the people who “like” the Winslow Farm Facebook page. Using the chart as a guide, we emailed surrounding schools based on the amount of interest that the town had with the farm based on the Facebook demographics. We saw from this chart that Boston, Norton, Attleboro, Taunton, Providence, and Mansfield were the cities and towns where most Winslow Farm visitors live. However, we decided that Boston and Providence were too far away from Norton and it is unrealistic to expect a bus full of children to travel this distance. Keeping in mind the chart as well as towns within a 30 minute, realistic, drive from the farm, the elementary schools that we ultimately decided to email includes Norton, Attleboro, Mansfield, Plainville, Middleboro, and Easton schools.

We emailed 14 different elementary schools within approximately 30 minutes driving distance of Winslow Farm regarding the possibility of bringing the children to Winslow Farm for a possible field trip. However, none of the schools emailed us back.

Animal Magazines

Animal magazines are a major news source about anything animal-related that appeals to animal lovers everywhere. We thought that featuring a Winslow Farm article in popular animal magazines would gain visitors and donations to the farm by other people who care about animals. However, every magazine we researched does not allow people to submit their own story and all the magazine companies we contacted were not open to the idea of a new submission. Given this, we emailed the editors of Best Friends Animal Magazine as well as Boston Magazine since they are two popular news magazines.

We discovered that many animal magazines do not allow people to submit their own article to the magazine. Moreover, many of the magazines also did not provide the contact information of the editors. However, Boston Magazine and the Best Friends Animal Magazine did provide the necessary contact information for readers to submit possible article suggestions. Using this information, we contacted these editors regarding Winslow Farm although we did not receive a response.

Chronicle/60 Minutes

When we first met with Debra, she told us that Winslow Farm was once featured on Chronicle – a major New England news source on Channel 5. This show increased donations and visibility significantly, so we contacted Chronicle again and filled out a form requesting a featured segment on the show and are still waiting to hear back from them. We also contacted 60 Minutes, a similar news show, and requested a segment.

We contacted Chronicle and 60 Minutes via email explaining Winslow Farm’s mission and why we believe they deserve air time. Despite our efforts, neither 60 Minutes nor Chronicle contacted us back.

4.5 Improvements for the Farm

Tablet Guestbook

The tablet guestbook is an idea we developed to upgrade Winslow Farms paper guestbook to an electronic device. We conducted research on all of the possible tablets that Winslow Farm could use including Android and Apple based tablets and presented the results to Debra. We found that the iPad was the best choice because it had a guestbook application that is perfect for what Winslow Farm needs. In order to fund the iPad, we made a list of about 75 companies to ask for donations from. The full list of companies can be found in Appendix I. For each of these companies we wrote a letter and sent a Winslow Farm brochure and a return envelope. The donation letter can be found in Appendix J. We visited some of the businesses near Winslow Farm in person in an attempt to make more of an impact on donations.

In order to fund the iPad guestbook, we used two different methods to ask for donations. The first was to write a small section in the Winslow Farm newsletter to ask for an iPad and its accessories. The second method was to send letters to 75 companies asking for donations to fund the iPad. These two methods yielded very different results. The section asking for the iPad in the newsletter was successful, and someone responded by donating an iPad and a waterproof case to Winslow Farm. Unfortunately, the donation letters were unsuccessful and we did not hear back from any of them.

The newsletter may have been the more effective method because it was targeting people that were already involved with Winslow Farm and had a personal interest in helping the animals. The donation letters were sent to businesses that had never heard of the farm before. Our group tried to counteract this problem by choosing businesses that had an interest in animals,

farms, or had access to iPads. We also sent the letters during the winter holidays and dropped off the letters in person to businesses in the surrounding towns as Winslow Farm. However, these efforts were not enough to get a response and the donation letters went unanswered.

After receiving the iPad and waterproof case, Ms. White was worried about the iPad being stolen if left unattended at the front kiosk. In order to solve this problem, our group built a stand for the iPad. The stand was designed so that it can be locked and attached to the kiosk. The design of the iPad stand can be found in Appendix K.

Map of Winslow Farm

The map that Winslow Farm used upon our entering this project is inaccurate and somewhat confusing to look at. We decided to improve the Winslow Farm map in order to ensure future visitors do not get lost and people planning to visit Winslow Farm know exactly what to expect. Upon presenting this idea to our sponsor, we only received one constraint: the map should be in a Victorian style. We interpreted this as meaning our map should be simple but detailed, and lacking an abundance of color.

At first, we planned on modifying the digital copy of Winslow Farm's original map so that it was accurate. After some work on it however, we decided that it was far too time consuming to revise everything so we decided to draw a new map instead. We then attempted to draw a map by hand and scan it into a computer. However, since none of our group members are artists this plan did not work well. Ultimately the new map was drawn with a digital image manipulation program called GIMP and it took much longer to create than we expected. Some important steps in creating the map included:

- Taking the rough measurements of each building and measuring the overall dimensions of the farm. To gather the dimensions, the group member responsible for creating the map used a combination of Google Earth and simple measuring techniques to locate the positions of most of the buildings. Google Earth made it possible to determine the locations of the larger buildings and the distances they were away from each other. By pacing off distances, it was then possible to find the relative positions of the smaller buildings (obscured by the forest on Google Earth) with respect to the large buildings.
- Taking pictures of each of the buildings so they could be accurately represented with respect to visual appearance on the map
- Remembering to include features that aren't immediately obvious upon visiting Winslow Farm but are important to include in the map, specifically footpaths



Figure 9: The Winslow Farm map our group created

We were able to complete a map and we included it in the marketing plan we gave to Winslow Farm. Since this is an item may or may not be used at Winslow Farm , there is no direct way of currently knowing its impact. The map that was submitted to Winslow Farm is shown in Figure 6. A full image of the map can be found in Appendix L.

4.6 Conclusion

While implementing these ideas, our group's strategy was to focus on improving and increasing Winslow Farm's visibility, volunteer network, and donations. Keeping this in mind, we decided it would be best to concentrate on improving Winslow Farm's website and online visibility in order to meet our goals. We also thought that utilizing public advertisements as well as making improvements to the farm itself would have significant impacts to effectively achieving our original strategies.

Due to the increasingly popularity of the internet, our group decided that it would be beneficial to Winslow Farm to increase their online presence. Throughout the project, we have developed numerous methods to improve this aspect of Winslow Farm's visibility. From improving the website, to creating and revising various social networking and information websites, we believe that we have made successful improvements to Winslow Farm's online visibility.

While many people use the internet for their primary source of information, many people, particularly people of the older generations, frequently use traditional media outlets such as public access accouncements and newspapers in order to stay up to date with current events. With this in mind, our group decided that it would be practical to make use of these resources as a means to advertise and market the farm. Lastly, our group decided it was important to make

improvements at Winslow Farm itself in order to directly benefit the visitors and volunteers. We believe that the effort put into these strategic marketing implementations will improve Winslow Farm's visibility for the short-term as well as the long-term.

Most of our actions did not seem to have an immediate impact and some of our attempts to improve Winslow Farm's visibility failed entirely. However, in attempting to execute as many tasks as possible our group expected some tasks to fail and some to succeed. While we became quickly aware of any failing tasks, we did not expect to become aware of any of our successes immediately; most of our successes were expected to gradually become successful and possibly not recognized until after the completion of this project. However, we believe we may already have had some sort of impact on Winslow Farm based on some of the results mentioned within this section.

Chapter Five – Recommendations and Conclusion

5.1 Introduction

This chapter describes our group’s recommendations to Winslow Farm regarding our accomplished tasks. It is divided into three sections: successful implementations, ideas that may succeed in the future, and unsuccessful implementations. The end of this chapter discusses the conclusions that our group was able to draw from this project.

5.2 Successful Implementations

General Website Improvements

Winslow Farm’s website is perhaps one of the most important components in improving the farm’s visibility. A large majority of people visit an organization’s website when they wish to find out more information about the organization. If the website is not well-structured or put together, the potential visitor may simply exit out of the website without further exploring it and seeing what the organization has to offer. We advise that Winslow Farm takes our implementations into serious consideration, as we believe that this will help improve their website and visitors to the website.

Featured animal of the month

While researching other animal sanctuary website, we noticed a common theme: a featured animal of the month displayed on the website’s homepage. This implementation will help improve Winslow Farm because visitors to the website will have established a personal connection with the featured animals and thus be more inclined to visit the farm to see the

animals that they have read about. We recommend that Winslow Farm update this every month on the homepage with a new animal. We also advise that they do not use the same animal more than once a year as a featured animal because people may notice that the same animals are appearing.

Wikipedia

The more online presence that Winslow Farm has, the more online visibility they will generate. Creating a Winslow Farm Wikipedia page is an effective means of advertisement because it is a website that many people know about and visit and it hardly needs any revisions. If something very major happens to the farm, we recommend that Winslow Farm includes this in the Wikipedia page, but for the most part it will not need to be updated and edited.

Facebook

Facebook has become a prevalent way of communication among people. As an organization, Winslow Farm should continue to take advantage of Facebook by promoting their farm and animals on the page. Currently, Winslow Farm is doing a great job of continuously updating their Facebook page and we recommend that they continue to do so.

Public Access Channels

Considering the drastic increase in visitors to Winslow Farm's Yuletide event this year compared to previous years, our group has concluded that advertising on the public access channels has proven to be more effective than we initially thought. Due to this success, we

believe that Winslow Farm should continue to submit advertisements to public access channels surrounding Norton promoting their upcoming events. These advertisements are free and reach out to a large group of people, therefore this is an effective means of advertisement.

Tablet Guestbook

Although the tablet guestbook is not an explicit means of advertising, having guests sign up using the tablet as opposed to signing in with a pen and paper would eliminate the problem of Winslow Farm volunteers wasting time trying to decipher handwriting. This is a great way to save time and allow volunteers to work on other things around the farm. The electronic guestbook will also eliminate any lost contact information due to poor handwriting. Lastly, the tablet guestbook is also a good improvement to the farm because the iPad can be used for a variety of different tasks, such as easy access to email, notes about each animal, or a virtual map that visitors can look at before exploring the farm.

Map of Winslow Farm

The map of Winslow Farm is a great improvement because it will rarely have to be updated. If the sanctuary adds or changes a building or animal enclosure, then we recommend that they make the updated changes on the map as soon as possible to avoid confusion. Also, we advise that the volunteers working at the front of the farm pass out maps to visitors who are new and do not yet know their way around. We also recommend that Winslow Farm puts an updated map on their website in replace of their old map. By doing this, potential visitors of the farm can look at their map on the website to try and learn about the sanctuary prior to visiting.

5.3 Ideas that may Succeed in the Future

Pinterest

Even though Pinterest did not generate the activity in which our group had hoped, we believe that this is not a lost cause. When we set up the Pinterest account, we did not link it to the Winslow Farm Facebook page, therefore the Pinterest page had virtually no effective way of letting interested people know about the page. We recommend that after linking the Winslow Farm Facebook page to the Winslow Farm Pinterest page, Winslow Farm should promote the Pinterest page through the Facebook page every once in a while to remind people of the page. They could do this by adding new pictures of Winslow Farm to the Pinterest page, for example. Any activity generated within the Pinterest page will be linked to the Facebook page so that the Winslow Farm Facebook fans will be able to see the activity of the Winslow Farm Pinterest page and share it with their friends.

Pictures

Incorporating pictures of Winslow Farm online and through other media is very important since people like to have an idea of what the farm entails prior to visiting. Our group feels that it is important for Winslow Farm to continuously update their pictures, especially on their Facebook page, since this will generate more interest among visitors and potential visitors. It will also ensure that people who already visit the Facebook stay interested in and are reminded by the new happenings at Winslow Farm.

5.4 Unsuccessful Implementations

Newspaper Articles

Although many people no longer receive newspapers, many people read their news online which is often the same news that is printed in the physical newspapers. We believe that it would help Winslow Farm substantially if they were featured in a newspaper article. However, the article that we submitted to the Norton newspaper regarding the Yuletide event was rejected. Our recommendation for Winslow Farm if they choose to pursue this technique is for them to contact the newspaper about their event prior to submitting their own article. We feel that by submitting our own article, the editors may have rejected it because they did not like the way the article sounded or the way it was formatted. Perhaps if the editors were contacted directly and wrote their own article, they would be more inclined to accept and publish it in the newspaper.

Contacting Elementary Schools

With the intention of appealing to younger age groups, we emailed numerous schools with the hopes of setting up field trips with Winslow Farm. However, our emails did not generate a response. Our group did not want to email the schools again because we did not want them to perceive Winslow Farm as a nuisance organization that sends spam. For the future, we would recommend that Winslow Farm contacts these schools via phone call as opposed to email. Whereas emails are easy to ignore or delete, actually talking to a person will allow Winslow Farm to find out whether or not they are interested and why.

Animal Magazines

If Winslow Farm were to be featured in a magazine article, they would gain much visibility. Our group found that this is harder to do than we initially thought; many magazines do not allow readers to submit their own article nor do they take suggestions. We recommend that if Winslow Farm wishes to pursue this idea, then they should try to speak with a magazine representative or editor via phone to find out their policies on submitting an article. However, we recognize that this may also be costly and that it may not be an adequate method of marketing for Winslow Farm at the moment.

Chronicle/60 Minutes

In the past, Winslow Farm has had remarkable success with Chronicle. Immediately after the sanctuary was featured on the show it received donations worth thousands of dollars and a dramatic increase in visitors. Due to this enormous success, our group recommends that Winslow Farm should persevere with this implementation. Our group realized that it takes more than one phone call or email to major news stations in order for our voice to be heard. We suggest that Winslow Farm repeatedly tries to contact these major news stations.

5.5 Conclusion

Animal rights have become an increasingly prevalent issue in our society as the human understanding of the world becomes greater. Do animals have any rights, and if so what are they? If not, then why not? While this issue continues to be debated and analyzed, some organizations have already taken a stand. Winslow Farm is one such organization; the staff of Winslow Farm has dedicated themselves to ensuring that mistreated and abandoned animals have a place to live and be happy. This is of utmost importance because, according to Winslow Farm, every animal should have rights and liberties.

This project did not delve directly into the issue of animal rights but instead sought a means to expand the visibility of Winslow Farm and spread the word about supporting animal rights. At the start of this project, Winslow Farm believed that their sanctuary had lacked visibility. Our group attempted to change that through developing marketing strategies to provide the three ingredients necessary for Winslow Farm's welfare as a nonprofit organization and animal sanctuary: volunteers, visitors, and donations.

There are many ways in which an organization can promote a cause and at first, our group was overwhelmed with the numerous possibilities and remedies. After some planning, we decided to divide up potential improvements into three categories: improvements for the farm, public advertising, and virtual advertising. For each of these categories, we tried to think of strategies that would be essentially free or inexpensive to execute. Moreover, our group strived to reduce the amount of labor from Winslow Farm since we did not want our implementations to be a potential burden for the Winslow Farm staff. Also, we understood that these implementations must be appropriate for Winslow Farm as well as for our time-and-resource

limited group. We eventually decided on a list of items and moved on from there, trying to accomplish everything we had decided to do.

What we found was not all of our ideas were successful and pursuing success was sometimes much more difficult than we had anticipated. The ideas in which we needed to rely on third parties for assistance were the most unsuccessful. We found it very difficult to try to interest people in Winslow Farm by directly contacting them and in several cases we were ignored. We depended a lot on third parties to establish Winslow Farm field trips, newspaper articles, etc. However, the people that we contacted regarding this did not contact us back. Not wanting Winslow Farm to appear as a nuisance or spam organization, we chose not to repeatedly contact these people. Using electronic media on the other hand was much easier, although arguably just as low impact. While Winslow Farm now exists in more forms of media on the internet, there is no way of telling what sort of impact it will have on Winslow Farm's visibility in the future. The improvements we made to Winslow Farm also have an uncertain future, but at the very least our group was able to give Winslow Farm more options.

This project encouraged our group to analyze the meaning of success. While some of our ideas were undoubtedly unsuccessful, the others seemed to have no immediate impact. However, due to the nature of the business world, our group would have been surprised if our ideas and implementations had received immediate results. More likely, any changes we make will have a gradual impact on Winslow Farm's future visibility. Our group hopes and predicts that the ideas we implemented in this project will eventually have a positive effect on the visibility of both Winslow Farm and their cause supporting animal rights.

Our group has learned a lot while working on this project. We have learned how to look at an organization and analyze who their target group is and how to appeal to the target group.

By using creative marketing techniques to appeal to people, we discovered how difficult marketing can really be. At the start of this project, we never anticipated that we would not hear back from so many third parties who we were counting on. Although this caused us frustration, we realized that businesses and organizations struggle with this all the time; their original plans do not always work out the way that they want them to and force them to consider new strategies, which is exactly what our group did.

Aside from learning about the foundations of marketing and business strategies, our group learned how to work as a team, which is an invaluable skill to have in the business world. We learned about each other's strengths and weaknesses and how to work with each strength and weakness to optimize our project performance. Throughout the year, we also learned how to utilize our meeting times effectively and coordinate our time so that our meetings were productive. Our end result of working together as a team has created a great project group with no arguments and minimal major disagreements throughout these last three terms.

Although WPI is a technical school, learning how to write and communicate is an important aspect of the school's curriculum. We have learned how to conduct a thorough analysis of an organization and record our findings in an intelligent write-up. Working on this writing segment with other people initially proved to be a challenge because we were not used to one another's writing styles. However, as we learned about one another more and delved more into this project, we believe that we have formed into a very strong project group.

Our group hopes that our recommendations for Winslow Farm's marketing strategies provide them with a strong foundation to continue improving their major goal of visibility. We understand that even though we have been working to bring the visibility of Winslow Farm up to speed, this does not necessarily mean that visibility will be continuously improving. In order for

the sanctuary's visibility to be constantly increasing, we carefully considered each implementation and decided how Winslow Farm could maintain or improve upon each idea. Ideally, this will result in Winslow Farm continuing to receive an increase in visitors, donors, and volunteers even after this project ends.

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Appendix A – Master List of Ideas to Improve Winslow Farm

Website:

- Short video on homepage introducing the farm
- Animal of the month
- Online guestbook
- Improve descriptions of the animals (make them the same length)
- New pictures (for website/facebook/other)
- Section on the website inviting new volunteers
- Add Facebook to the homepage
- Text message donations

Online Visibility:

- Review and edit Facebook page
- Pinterest
- Wikipedia
- Ask other related websites if they can put a link on their page to Winslow Farm
- Write an article about Winslow Farm to be featured on similar websites

Reaching Out to the General Public:

- TV commercials (Norton public access channel commercial, Chronicle on Channel 5)
- Article in local newspapers or animal related magazines
- Contact schools for possible field trips to the farm
- Local flyers
- Advertisements at local supermarkets and stores
- Contacting local Boy Scout troops for volunteering

Improvements at the Farm:

- Informational workshops
- Brochures available for visitors to the farm
- Map of the farm
- Signs on streets to help direct visitors
- Uniforms for employees so visitors can differentiate between staff and other visitors
- Offer a variety of lunch foods
- Start a new Geocache at the farm
- Design a new logo for Winslow Farm
- Put up signs on the fences to introduce the animals
- Fix DVD of Winslow Farm so it plays correctly

For the Future:

- Documentary TV show
- Reality TV show

Appendix B – Final List of Ideas to Improve the Farm

Website:

- Short video on homepage introducing the farm
- Animal of the month
- New pictures (for website/Facebook/other)
- Online guestbook
- Improve descriptions of the animals
- Text message donations

Online Visibility:

- Pinterest
- Wikipedia
- Facebook account

Reaching Out to the General Public:

- TV commercials (Norton public access channel commercial)
- Article in local newspapers or animal related magazines
- Contact schools for possible field trips to the farm

Improvements at the Farm:

- Map of the farm

For the Future:

- Documentary TV show
- Reality TV show
- Marketing plan for the future – includes the work that will need to be done in the future to continue the changes we have made, organized way to deal with volunteers and scheduling

Appendix C – List of improvements for website

Main page:

- Additional options under the categories along the top of the screen
- Replace slideshow with nonmoving photos of the farm. Alternatively, increase the size of the slideshow and allow the user to click on a picture and view the corresponding article (see WPI site).
- Make the donation button more visible
- Change “What’s going on at Winslow Farm? Click here and check out the blog, latest news, events and happenings” to a picture- something that grabs the visitor’s attention
- Label the “information” section, divide by admission, contact, location, hours
- Font in the same color
- Make links into pictures or move to dropdown menus under the categories along the top of the screen
- Remove “CLICK HERE TO ORDER! Quantities limited.” Link
- Change “Click here to find out about the 2013 Winslow Calendar” to a picture representing the calendar with the “Click here to find out about the 2013 Winslow Calendar” as the caption
- Add a short video onto the right side of the page (Spring)
- Have a “Our New Friends” section on the homepage (display newest animals to the farm)- clicking on this will bring the user to the about section on that animal
- Facebook link
- Pinterest
- Something that describes what Winslow Farm is

Cool stuff that would make the site memorable:

- Include a map of where all of the Winslow Farm residents have come from
- Include an automatically updating list w/ photos of “animals celebrating their birthday” or “Animals that arrived to the farm on this day” (e.g. a cat arrived on March 20th 2010, that cat would be on the banner on March 20th 2012)

About section:

- Start with “Our mission” at the top
- Have an “Animals” section in the center (describe the abuse of the animals)
- Include a “founding” section at the bottom
- Have an “Interested in hearing more? Sign up for our newsletter” box on the right side of the screen
- Include a picture of an animal upon entering the farm (caged, not happy at all)
- Increase font of caption

Stories section:

- Change “stories” to “our animals”
- Increase the size of the photos and use more of the page (fill top – bottom)
- Expand the descriptions
- See if the animals are still around
- Place the animals (i.e. birds) in some logical order
- Add animals that are missing to the page
- Before and after stories of the animals
- Date they arrived to the farm
- Where they came from
- Their breed
- Rough D.O.B.

Media:

- Relocate the section to “About” and title it “Winslow Farm In the News”
- Move links to older sources to an “archives” section at the bottom of the media page
- ***Properly source everything, avoid infringing on copyrights
- Consider making links to the sources’ webpages
- Split up “Articles” and “Video” to more distinct sections. Also set up an “Outpost” section for the Outpost newsletters.

- Replace interactive map with stationary map (with pictures in the appropriate places?)
- Find a better location for the Global Federation of Animal Sanctuaries accreditation
- Add pictures

Photos:

- Relocate or remove the rabbits on the left side of the screen
- Possibly remove this section entirely; the website should have a considerable amount of pictures. Can also emphasize the links to Facebook and Pinterest

Helping:

- Change to “Get involved”
- Can use subtopics like “Donate”, “Volunteer”, and “Take action”
- Add pictures highlighting each of the actions, remove the sheep photos
- Make “Volunteer Information” more readily accessible
- Create an entire section on donations. What the farm needs, before and after pictures, recent places where donations went to... etc.
- Make “Search for us at Goodsearch.com” visible

Events:

- Increase the appeal of events. Better pictures, organization, etc.
- Have the upcoming event take up the majority of the page- info and photos
- Have a calendar at the bottom of the screen with the upcoming events listed under the appropriate dates
- Remove the list of events
- Make it possible to view photos of past events

Contact:

- Change “contact” to “Visitor Information”
- Remove “click here for directions”, replace with “directions”
- Make the “Join our mailing list” box more visually appealing and move to the “Home” section

- Make a section titled “contact information” at the bottom of the page
- Make the Facebook link blue

General:

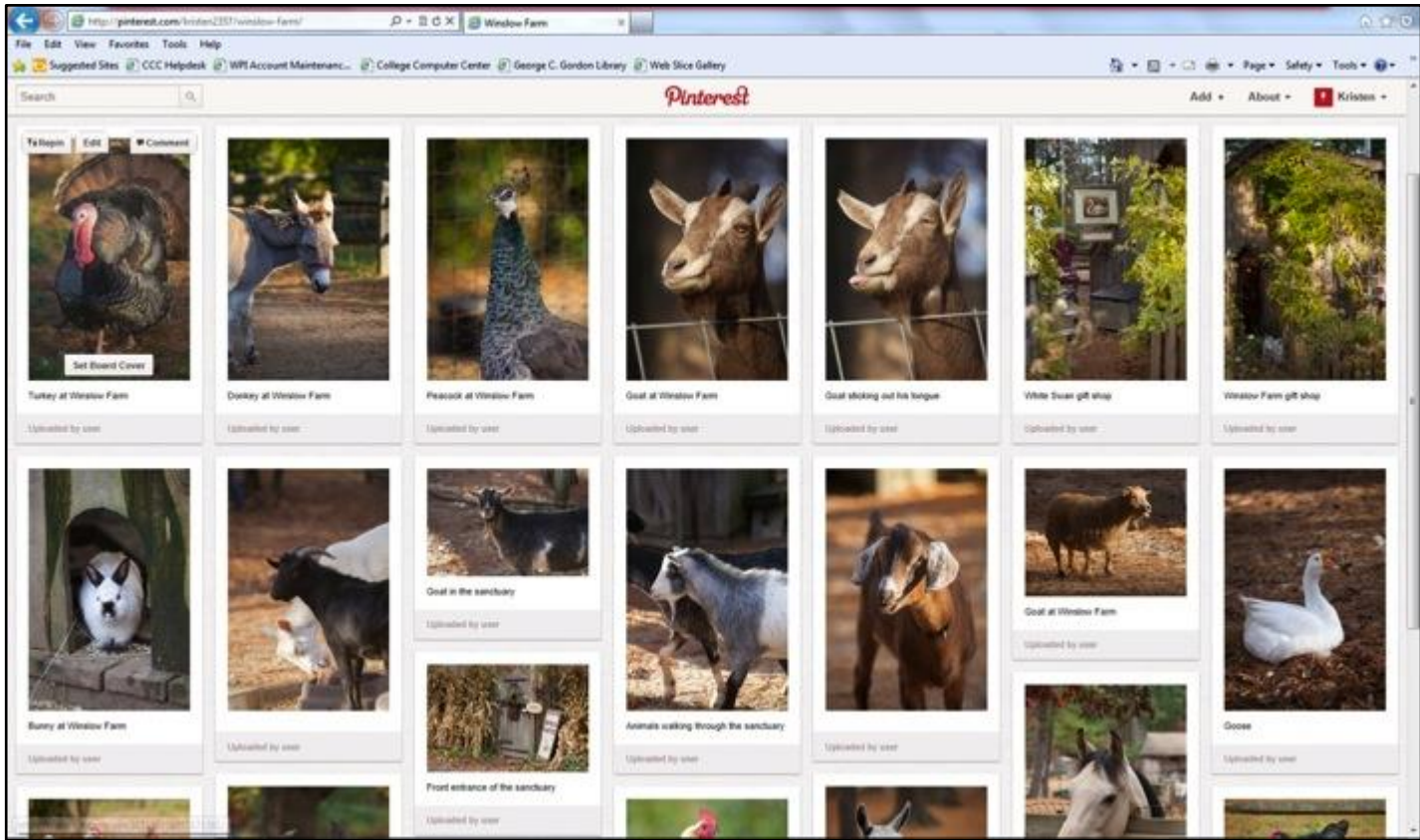
- Clicking on a link does not open a new tab
- Only open a new tab if a) a link is attached to a different website and b) if the user is warned in advance
- ***Make it possible to return to the homepage anywhere on the site
- Increase font of the copyright at the bottom of the page. Change “©copyright” to “© Copyright”
- Place a second red border line across the top of the page and not just the bottom
- Remove the leaf before the page titles
- Change title font to a more Victorian Style
- Use lowercase letters and not all one case... “WINSLOW FARM animal sanctuary” -> “Winslow Farm Animal Sanctuary” or

Winslow Farm
-animal sanctuary-
- Make use of dropdown menus. Ex. Move “stories” to “about”. The about section can be changed to “our mission and history”. It can also include a section titled “admission” which lists the address, contact info, admission, and hours of Winslow Farm
- Include more general photos of the farm throughout the site
- Remove the animals by the home / about / media / etc. sections
- Include address, contact info on the bottom by copyright

Appendix D – Revised website improvements

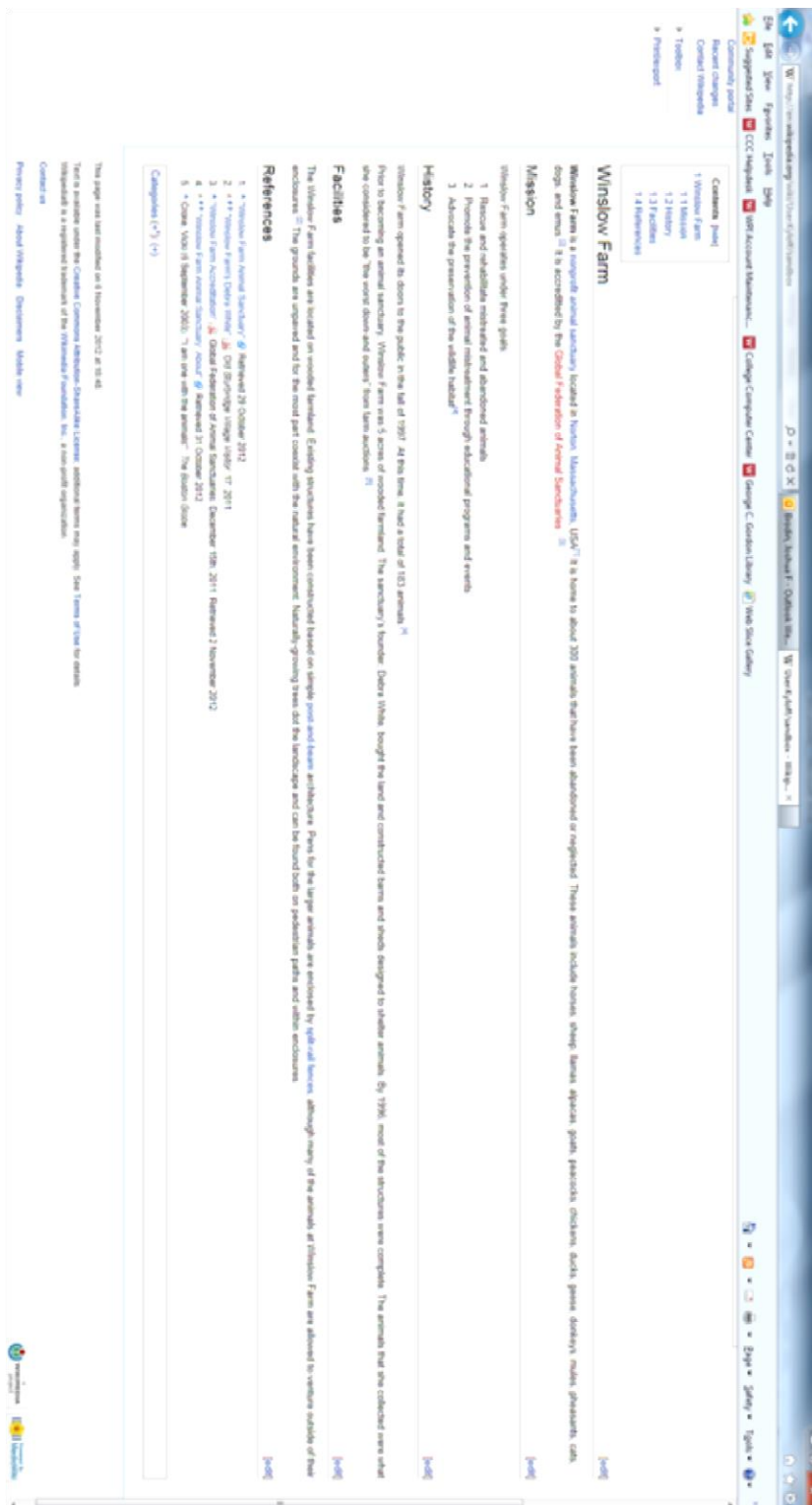
- Include address, contact info on the bottom by copyright
- Place a second red border line across the top of the page and not just the bottom
- Clicking on a link does not open a new tab
- Only open a new tab if a) a link is attached to a different website and b) if the user is warned in advance
- Make it possible to return to the homepage from any page on the site
- Make the “Join our mailing list” box more visually appealing and move to the “Home” section
- Make “Search for us at Goodsearch.com” visible
- Make “Volunteer Information” more readily accessible
- Replace interactive map with stationary map (with pictures in the appropriate places?)
- ***Properly source everything, avoid infringing on copyrights
- Place the animals (i.e. birds) in some logical order
- Facebook link
- Pinterest
- Label the “information” section, divide by admission, contact, location, hours
- Make the donation button more visible

Appendix E – Screenshot of Pinterest Page



Appendix F – Wikipedia

F1 – Rejected Wikipedia Article



Appendix G – Featured Animal Descriptions

Spirit

Spirit is a handsome buckskin horse currently living at Winslow Farm. He was considered a problematic horse before coming to the animal sanctuary because he would throw people off while they were trying to ride him. Spirit traveled from stable to stable and was eventually destined to be euthanized because he could not be ridden. Instead, he was rescued and brought to live at Winslow Farm. Once accustomed to his new home, we discovered that Spirit has a back problem which causes him pain when he carries weight on his back. Since the diagnosis, Spirit does not have to be faced with the pain from riding and has settled in wonderfully with the rest of the animals. Spirit is frequently seen trotting around the farm and will happily greet any new visitors. Come visit Spirit at Winslow Farm and meet his outgoing and magnetic personality. You can also support Spirit by donating to Winslow Farm and personally contribute to the wonderful life that he deserves.



Sturbridge

Sturbridge was born on a farm with another lamb. Unfortunately, his mother rejected Sturbridge and would not care for him. The farm he was born on requires that the mother nurses her lambs, so the farm was planning to slaughter Sturbridge because the mother would not provide care. Instead, an agricultural student rescued him and brought him to Winslow Farm. At the farm, Sturbridge was bottle fed for the first 8 weeks of his life. Now two years old, he is very friendly and happy to greet new visitors. Without the help from the loving volunteers at the farm, Sturbridge would not have been able to live the happy and healthy life that he does now. Come visit Sturbridge at Winslow Farm or donate to help the farm continue to provide him with the best life possible.

Waterford



Waterford is a large Tamworth pig. He was won at a pig racing contest by a little girl who lived in Maine. The little girl and her family kept Waterford and took care of him for the first year. However, he kept growing until he was so large that the family had difficulties going into his pen to clean it. Instead of slaughtering Waterford for food, the family wanted to find him a forever home. Winslow Farm offered to take him in and give him the home he needed. Waterford is now

a massive 300 pounds and enjoys his own private pen at the farm. You can only truly appreciate his size in person, so come visit Waterford at Winslow Farm. You can also personally support him by donating to Winslow Farm and help us give him the life that he deserves.



Sturbridge

Stardust is a handsome white donkey that lived a very difficult life before being rescued by Winslow Farm. He was bought by the farm from a meat auction where he was destined to be slaughtered for food. At the auction he was whipped and dragged around with chains because he would not walk as he was told. Stardust struggled when walking because he suffered from a bad case of Founders, caused by his former owners refusing to trim his hooves. His hooves began to curl up and it was very painful for him to walk. That day, the owner of Winslow Farm took him home and gave him a second chance for a better life. He was welcomed to the farm with love and care and Stardust settled in quite well. He has happily lived at the farm for over 16 years and become friends with the other donkey, Jezebel. Stardust is very friendly and will often walk with visitors around the farm, so

come meet Stardust at Winslow Farm. You can also support Stardust by donating to Winslow Farm and contribute to giving him the new happy life that he deserves.

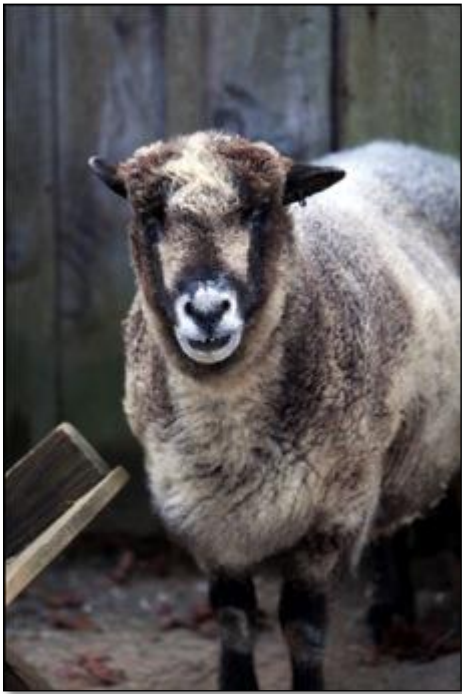


Howie

Howie is a very large goat that came to Winslow Farm in the spring of 2011. Before coming to the farm, he lived with another goat in a loving home. Unfortunately, his friend passed away and Howie became very depressed. His owner wanted to find him a new home with other goats so Winslow Farm decided to take him in. We noticed that he had a difficult time

walking and figured out that he was suffering from ruptured ligaments and degenerative joint disease. He was given pain and joint medication and made as comfortable as possible. Now, he is doing very well not and has made a great improvement with walking. Howie is very friendly with the other goats on the farm as well the visitors. Come visit Winslow Farm and meet this giant friendly goat. You can also support Howie by donating to Winslow Farm and contribute to giving him a happy home.

Athena



Athena was an orphan sheep that appeared on the median strip between Routes 495 and 95. It wasn't known how she managed to get there, but it was a dangerous place to live. Her location made it very difficult to catch her, so Athena stayed between the highways for two years. Finally, the Boston Animal Rescue League used an expensive trap too capture her. She was first sent to the MCPA, then she came to Winslow Farm with another goat named Gulliver. She has settled in nicely at the farm but she is very timid of people due to her past experiences. As time goes by, she continues to get better and becomes more friendly with people. Athena can often be found nibbling away on hay and curiously watching the visitors, so come visit her at Winslow Farm. You can also personally support Athena by donating to Winslow Farm and help us give her the life that she deserves.

Noelle, Pesca, and Karolina

Noelle, Pesca, and Karolina are three beautiful and graceful alpacas. Before coming to Winslow Farm, they were in a dangerous situation. They lived on a farm in New Hampshire and were used for wool, but the owner could not care for them anymore and planned to euthanize them along with 13 other alpacas. Winslow Farm quickly reached out to their network of animal lovers looking for homes. We decided to take in three female alpacas and provide them with better living conditions. Upon arriving to Winslow Farm, they were very curious about their new surroundings, but adjusted quickly. Now, the three girls enjoy strolling around the farm and mingle with the goats and sheep. Come visit these gentle and beautiful alpacas at Winslow Farm. You can also support Noelle, Pesca, and Karolina by donating to Winslow Farm and contribute to their new wonderful life.

Appendix H – Items to revise on Facebook

Hours and Basic Info

Proposed change: Improve the organization of Winslow Farm’s “Basic Info” page.

Reason: This will reduce the confusion that some visitors have posted regarding information that should be otherwise clear, such as the hours that Winslow Farm are open.

Current state: All basic information for the most part is in the “products” section of “Basic Info”

Basic Info Edit	
Founded	1996
Products	<ul style="list-style-type: none">Birthday PartiesSanctuary ToursNature Trail WalksHalloween Haunting in the woodsEaster Egg HuntHarvest FestivalGroup Tours AvailablePsychic Healing & Arts Fair <p>Winslow Farm Animal Sanctuary 37 Eddy St Norton, MA 02766 HOURS 11:00am to 5:00 pm daily or by appointment Closed on Tuesdays Admission to Winslow Farm \$10.00 for adults, \$5.00 for children, under 2 are free. (508)285-6451 wmslofrm@aol.com</p>

Revised state: Information will be resorted to appropriate areas. Hours for example will be located under a section titled “hours”. Hours will take the format:

Monday: 11:00 am – 5:00 pm

Tuesday: Closed

Wednesday- Sunday: 11:00 am – 5:00 pm

Or by appointment

Example taken from another Facebook page:


Basic Info	
Joined Facebook	06/14/2011
Hours	<p>Mon - 11:00 am - 10:00 pm Thu: Fri - 11:00 am - 11:00 pm Sat: Sun:12:00 pm - 9:00 pm</p>
Services	<ul style="list-style-type: none">Takes ReservationsWalk-Ins WelcomeGood For GroupsGood For KidsTake Out
Parking	Parking Lot
Payment Options	

Image source: Wooberry Facebook page,

<http://www.facebook.com/#!/pages/Wooberry-Frozen-Yogurt/217882881579970?sk=info>

About

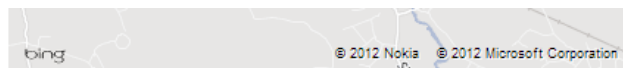
Proposed change: Modify the first paragraph in the “about” page to read “Official Page of Winslow Farm: an animal sanctuary devoted to the rescue, rehabilitation, and care of mistreated and abandoned animals.

Reason: The top statement in the “About” page transfers over to the main page. The current statement is cut off at the top of the Winslow Farm homepage.

Current state:



Revised state: The section will be revised so that it is readable on the main page. The original wording will still be visible on the “about” page. Revising the statement will also remove the repetition on the “about” page.



About

Our Mission: To provide a high quality "stay-for-life" animal sanctuary, dedicated to the rescue, rehabilitation, and care of mistreated and abandoned animals, to promote the prevention of animal mistreatment through quality educational programs.

Mission

Our Mission: To provide a high quality "stay-for-life" animal sanctuary, dedicated to the rescue, rehabilitation, and care of mistreated and abandoned animals, to promote the prevention of animal mistreatment through quality educational programs and events, and to advocate the preservation of wildlife habitat.

Company Overview

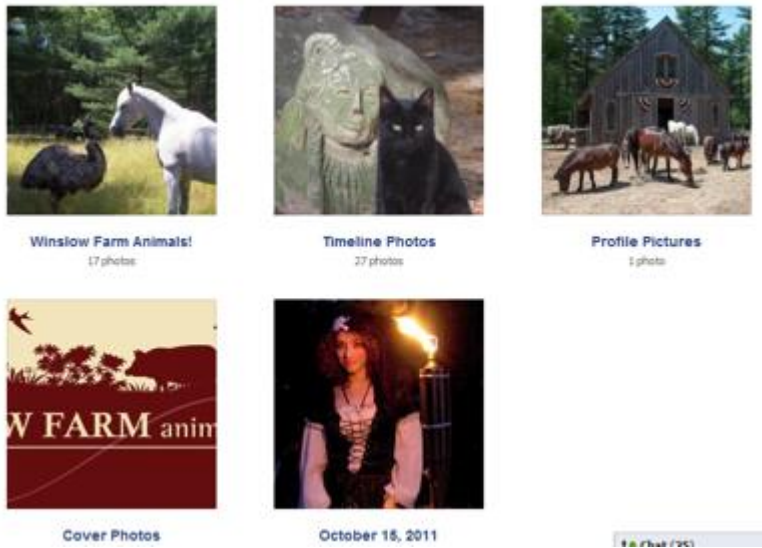
Winslow Farm Animal Awareness is a non-profit charitable organization devoted to the rescue and care of abandoned and mistreated animals. Established in

Photos:

Change: Add a photo album containing pictures taken by Jess and Josh during the Halloween season

Reason: According to Facebook’s “Facebook for Business” page, “Photo albums, pictures, and videos get 180%, 120%, and 100% more engagement respectively” (when compared to wall posts). If a visitor engages in activity and “likes” a photo, it will be reported to their friends and may attract attention to Winslow Farm.

Current state: There are already a few albums on the page.



Revised state: There will be one more album in the collection titled “October Festivities”, or something of a similar nature

Video

Change: Add a section to the Winslow Farm Facebook site titled “videos”

Reason: The current videos friends of Winslow Farm are posting are buried underneath comments and can be difficult to find. As a result, visitors to the page may have no idea the videos exist.

Current state: Winslow farm has a section for photos, likes, a map, events, and notes.



Revised state: There will be a section for videos.

Example from another Facebook page:



Image source: Best Friends Animal Society Facebook page,
<http://www.facebook.com/#!/bestfriendsanimalsociety?fref=ts>

Calendar

Change: Add a “shop” page that will sell Winslow Farm Calendars.

Reason: This may make it easier for visitors to find and purchase calendars. The “shop” page can later be expanded to sell a wider variety of Winslow Farm merchandise.

Current state: There has been a photo posted on the Facebook page advertising the calendars. This has become buried in the newsfeed however.



Revised state: The shop page will ideally include a picture of the item. If the picture is clicked it will take the user directly to <http://winslowfarmcom.fatcow.com/store/index.html>

Image from fatcow site:

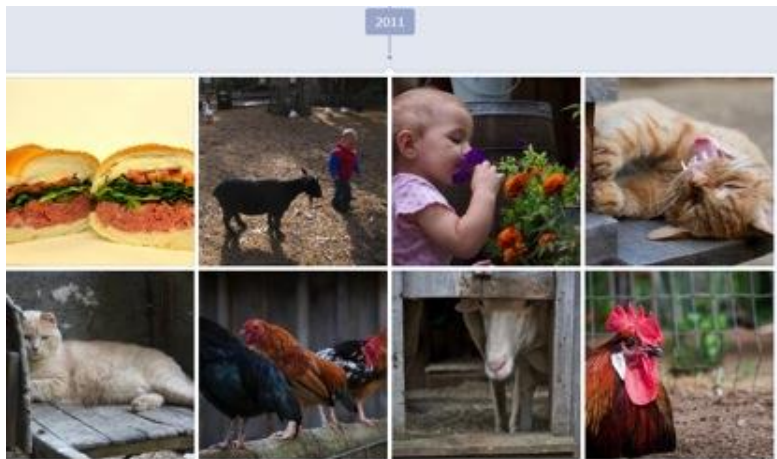


Removal of spam

Change: Photos and posts by visitors or programs that have nothing at all to do with Winslow Farm will be removed.

Reason: Visitors to the Facebook Page will not have to spend unnecessary time viewing these posts.

Current state: We have only found one photo posted by a sandwich shop advertising themselves. We have removed it.



Example of how unwanted images can mix into Winslow Farm’s photo album



 **The Best Sandwich Shop** ▸ Winslow Farm Animal Sanctuary
Like This Page · December 9, 2011

If Santa is hungry after that long flight, send him our way. **The Best Sandwich Shop** also has a \$1 off coupon for the Big Guy on our Facebook Page!

Like · Comment · Share

Linda [redacted] This is offensive!! You own a sanctuary farm and you show pictures of meat???

July 7 at 11:48pm · Like · 1

Things to look out for in the future:

Put Winslow Farm's address on posters and brochures. The website information and other contact info may also prove useful.



Like · Comment · Share

👍 11 people like this.

Bonnie [redacted] Fun! Where is it?
October 12 at 6:53am · Like

Kirsten [redacted] norton ma
October 12 at 9:58am · Like

Appendix I – iPad Donation List of Businesses

Animal/Farm Businesses near Winslow Farm:

Donation letters were delivered to the following businesses in person:

Stone Dog Inn, *44 Barrows Street, Norton, MA 02766*
Red Dog Inn and Resort, *590 Elm Street, Mansfield, MA*
Augie Doggie's Pet Salon, *407 Old Colony Road, Norton, MA*
Pampered Pets, *244 Dean Street, Norton, MA*
Bradley's Canine Education, *5 Billys Way, Norton, MA*

Businesses near Winslow Farm:

Donation letters were delivered to the following businesses in person:

Old Town Hall Bookstore, *10 Taunton Avenue, Norton, MA*
Walgreens Store Norton, *38 West Main Street, Norton, MA*
Aubuchon Hardware, *33 West Main Street, Norton, MA*
CVS/pharmacy | Photo, *35 West Main Street, Norton, MA*
Haskins Pharmacy, *4 Scott Drive, Norton, MA*
Trendy Tulips, *3 Pitt Clarke Road, Norton, MA*
The Swirling Vine, *50 West Main Street, Norton, MA*
Roche Bros, *175 Mansfield Avenue #1, Norton, MA*
Annabelle's Flowers Gifts & More, *108 West Main Street, Norton, MA*
Produce Barn, *72 Mansfield Avenue, Norton, MA*
Norton Vacuum & Sewing Center, *181 West Main Street, Norton, MA*
Harry's Hobbies & Collectibles, *250 E Main St # 6, Norton, MA*
Great Woods Glass Art, *259 Mansfield Avenue, Norton, MA*
Bear's Den Fly Fishing Co, *34 Robert W Boyden Road, Taunton, MA*
Valentine Fly Reels, *171 West Main Street, Norton, MA*
WOODCRAFT, *116 Mansfield Avenue, Norton, MA*

Old Country Store & Emporium, *26 Otis Street, Mansfield, MA*
Swallow's Nest, *64 North Washington Street, Norton, MA*
Chartley Country Store, *36 South Worcester Street, Norton, MA*
Sun Market, *181 W Main St # 2, Norton, MA*

Farm related:

Donation letters were mailed to the following businesses:

Bridgewater Farm Supply Co Inc, *1000 Plymouth Street, Bridgewater, MA 02324*
Franklin Agway, *157 Cottage Street, Franklin, MA 02038*
Munroe Feed & Supply, *200 Fairview Avenue, Rehoboth, MA 02769*
Fishers Feed & Pet Supplies, *483 Winthrop St, Rehoboth, MA 02769*
Pet supplies Plus, *500 South Street West, Raynham, MA 02767*
Park Avenue Birds & Pet Supply, *120 West Center Street, West Bridgewater, MA*
The Bird and Reptile Connection, *2245 Providence Hwy, Walpole, MA 02081*
Bridle Lane Farm, *68 Plain Street, Norton, MA 02766*
Blueview Nurseries Inc., *200 Bay Road, Norton, MA 02766*
Flint Farm Stand, *789 East Street, Mansfield, MA 02048*
Wards Berry Farm, *614 South Main Street, Sharon, MA 02067*

Small technology related companies that sell iPads:

Donation letters were mailed to the following businesses:

HamGo Corporation, *16131 Gothard St., Huntington Beach, CA 92647*
United Integral California Headquarters , *4961 Santa Anita Avenue, Temple City, CA, 91780*
Sunset Electronics, *3522 Flatlands Ave, Brooklyn, NY, 11234*
Aztekcomputers, *2420 Tarpley Rd. Suite 214, Carrollton, TX 75006*
Abt Electronics, *1200 N. Milwaukee Ave., Glenview, IL 60025*
Macmall, *1940 E. Mariposa Ave, El Segundo, CA 90245*
B&H Foto & Electronics Corporation, *420 9th Avenue, New York, NY 10001*
Negri Electronics, *6255 S. Sandhill Road Suite 600 , Las Vegas, NV 89120*

Adorama Camera, Inc., 42 West 18th Street, New York, NY 10011

Newegg.com, 9997 Rose Hills Road, Whittier, CA. 90601

Popular Electronics Inc., 2455 W. Devon, Chicago, IL 60659

Basatne International LLC, 50 Main Street, Suite 1000, White Plains, NY 10606

Go4Computers.com, 8450 N.W. 68st Street Bay 100, Miami, Florida 33166.

Meijer Corporate Office, 2929 Walker Avenue Northwest, Grand Rapids, MI 49544

Large Companies:

Donation letters were mailed to the following businesses:

Walmart Supercenter, 36 Paramount Drive, Raynham, MA

Walmart, 30 Memorial Drive, Avon, MA 02322

Target, 81 Taunton Depot Dr, Taunton, MA 02780

Target, 41 Robert Dr, South Easton, MA 02375

Petsmart, 1385 South Washington Street, North Attleborough, MA 02760

Petco Animal Supplies, 280 School Street, Mansfield, MA 02048

Petco, 65 Taunton Depot Dr, Taunton, MA 02780

Petco Animal Supplies, 287 Washington Street, Attleboro, MA 02703

RadioShack, 25 Robert Dr, Highlands Plaza, South Easton, MA 02375

RadioShack, 287 School Street, Mansfield, MA 02048

RadioShack, 270 New State Highway #4, Raynham, MA 02767

RadioShack, 287 Washington Street, Attleboro, MA 02703

Best Buy, 280 School Street, Mansfield, MA 02048

Best Buy, 1337 South Washington Street, North Attleborough, MA 02760

Best Buy, 2 Galleria Mall Drive, Taunton, MA 02780

BJ's Wholesale Club, 2085 Bay Street, Taunton, MA 02780

BJ's, 287 Washington Street, South Attleboro 02703

Appendix J – iPad Donation Letter

To the manager of *Business Name*,

My name is Jessica Faust. I am a college student at Worcester Polytechnic Institute currently working on a project for Winslow Farm Animal Sanctuary. Winslow Farm is a non-profit animal sanctuary located in Norton Massachusetts dedicated to rescuing and caring for abused and mistreated animals. The sanctuary is a home for about two hundred animals and provides them with the highest quality of life possible.

Winslow Farm is funded entirely upon donations and volunteer support from the community. The farm has a small volunteer base and between caring for the animals and running the organization, the farm struggles, especially during the winter months when visitors and resources are scarce. The objective of this project is to help improve the visibility of the farm within the community and gain more support. My team and I are also working to improve the volunteer network so that the farm can utilize time more efficiently and systematically.

Currently, the farm has a paper guestbook for visitors to sign when they are welcomed through the front gate. The guestbook is an excellent way to collect visitor contact information, however it is a very time consuming process for the volunteers to translate the handwritten information to the computer each day. The time spent translating the guestbook is vital time that would be much better spent on the daily chores for the farm. In order to fix this problem, my group would like to upgrade the paper guestbook to an electronic guestbook. We would do this by switching to a guestbook application available on the iPad. This upgrade would greatly help the volunteers at the farm and give them extra time each day to care for the animals.

With the winter months coming soon, the farm cannot afford to fund the iPad. My group is reaching out looking for iPad donations, or to collect money in order to fund this project and help Winslow Farm. If you are interested in contributing to this project it would be greatly appreciated. Each sponsor will be listed at the front kiosk and thanked for their generous contribution to helping improve Winslow Farm.

Donations can be sent in the enclosed return envelope directly to Winslow Farm, or you are welcome to visit their website at www.WinslowFarm.com and donate online. Every penny counts and is greatly appreciated. Please contact myself or Winslow Farm directly with any questions you have. Thank you for your time.

Enjoy the Holidays!

Jessica Faust

Winslow Farm Marketing Project

Worcester Polytechnic Institute

(978) 302-7877

jfaust@wpi.edu

Appendix K – Building the iPad Stand



Figure 1

Figure 1: The wood used for the oak was $\frac{3}{4}$ inch Oak. All the pieces were cut using a circular style saw.

Figure 2 and 3: After the pieces were all cut, the frame for the cover was glued together and fit around the iPad base with a $\frac{1}{8}$ th inch tolerance.



Figure 3



Figure 2

Figure 4 and 5: The post to connect iPad base and the bottom of the stand was measured, cut and glued together.

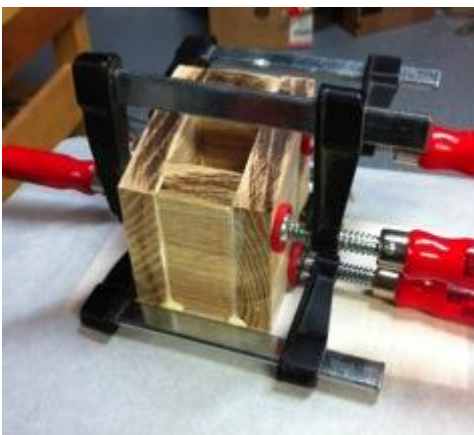


Figure 4



Figure 5

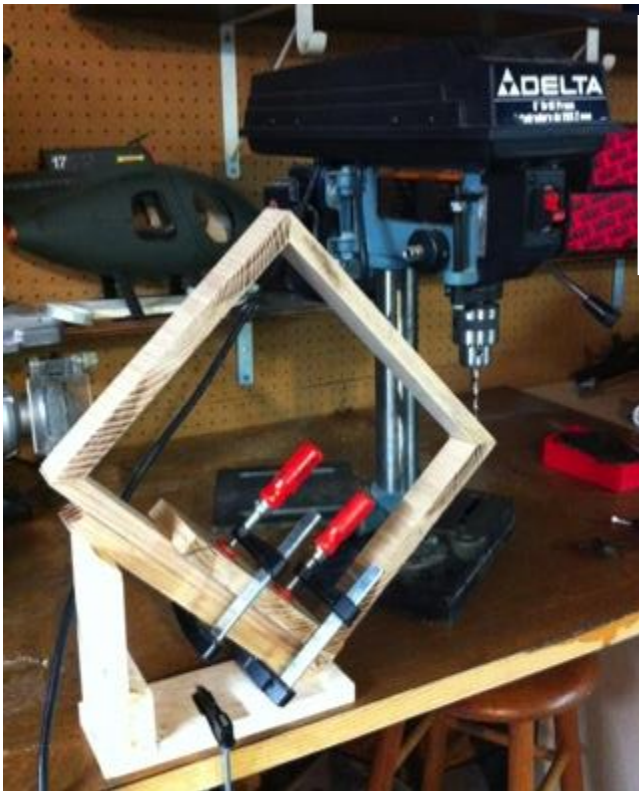


Figure 6

Figure 6: Once the cover frame and the post were assembled, holes were drilled to install wooden dowels for strength. A triangular jig was built for the cover frame in order to drill holes at a 45° angle.



Figure 7

Figure 7 and 8: The section for the lock on the iPad base was milled out in order to inset the lock so that it would not interfere with the iPad when it is placed on the base.

Figure 9: Lastly, the iPad stand was assembled and sanded for stain. The stand was brought to Winslow Farm to check the dimensions of the cover before completion.



Figure 8



Figure 9



Figure 10



Figure 11

Figures 10 and 11 : Images of the stand assembled. The last steps that need to be completed are to cut and assemble the cover. then stain and polvurethane it.

Figures 12, 13, and 14: Images of a stand constructed by Donnie Fauber from Virginia The stand built for Winslow Farm was based on this stand.



Figure 12

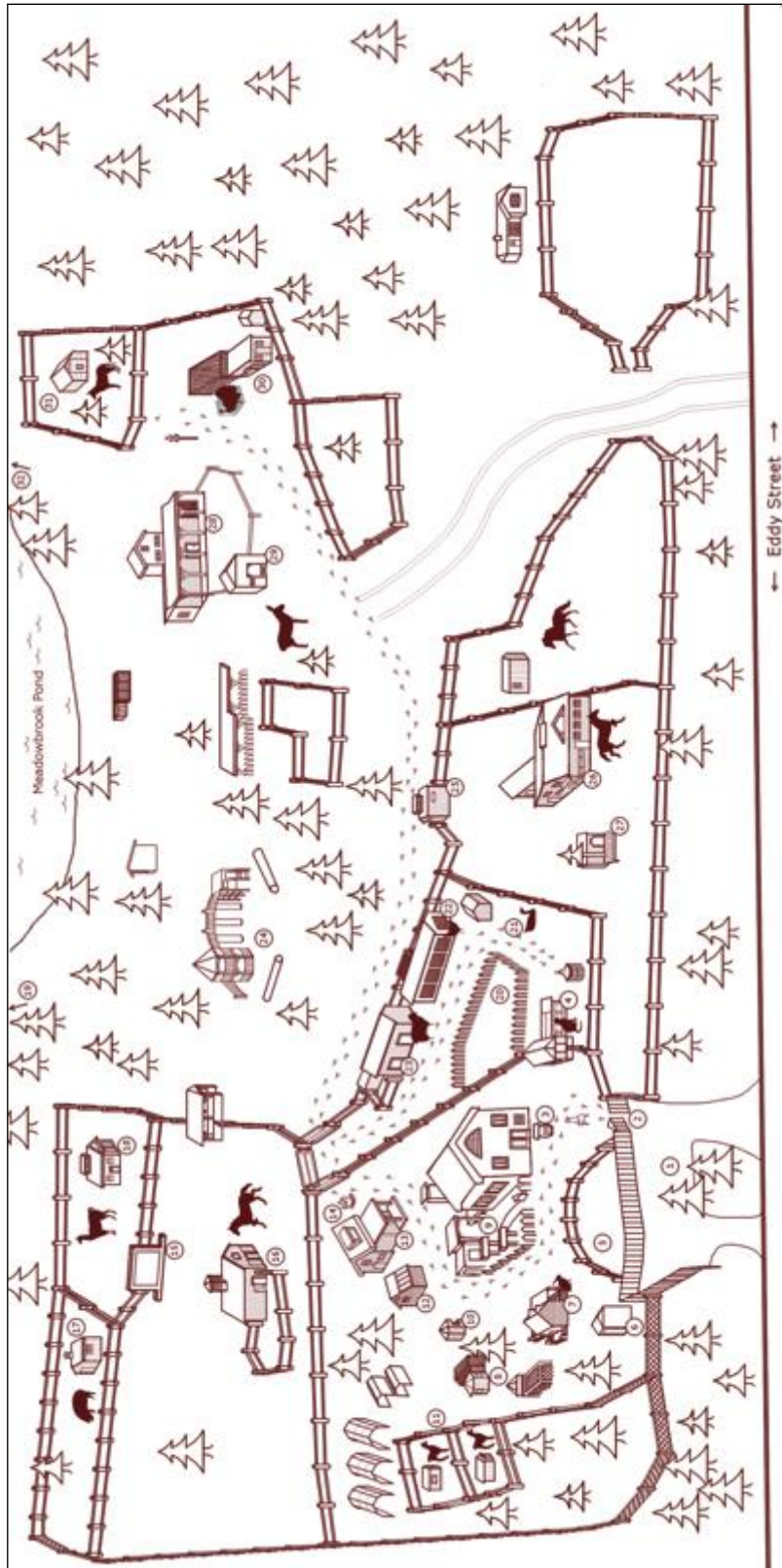


Figure 13



Figure 14

Appendix L - Map of the Farm



Appendix M – Marketing Plan for Winslow Farm

Future Suggestions and How-to Guide for Increasing the Visibility of Winslow Farm

By Josh Brodin, Kristen Smith, and Jessica Faust

Worcester Polytechnic Institute

Interactive Qualifying Project

Contents

Introduction.....	124
Facebook.....	124
Pinterest.....	125
Wikipedia.....	126
Public Access Channels	127
Featured Animals	128
Newspaper and Magazine Articles	129
Documentary and Viral Video	129
Tablet Guestbook	130
Map of the Farm.....	131
Conclusion	135

Introduction

Working with Winslow Farm and helping them to improve their visibility through various marketing techniques has made us realize that marketing and promoting is not as easy as it sounds. However, we have planned and implemented many ideas that we believe has been useful to Winslow Farm. Many of these implementations have included improving Winslow Farm's visibility using the internet, media, and physical farm improvements. In addition to this, we have researched and explored various methods that we have not implemented due to several constraints such as time, money, and the amount of people working on this project. Outlined in this marketing plan, Winslow Farm will find the various ideas that we have implemented and guides to maintain these implementations. We have also included explanations as to why we strongly suggest continuing some of these ideas. Moreover, we have discussed the ideas that we explored but were unable to implement and suggestions and guides as to where to begin if Winslow Farm chooses to adopt these ideas. We hope that you find our plan below to be useful to the farm.

Facebook

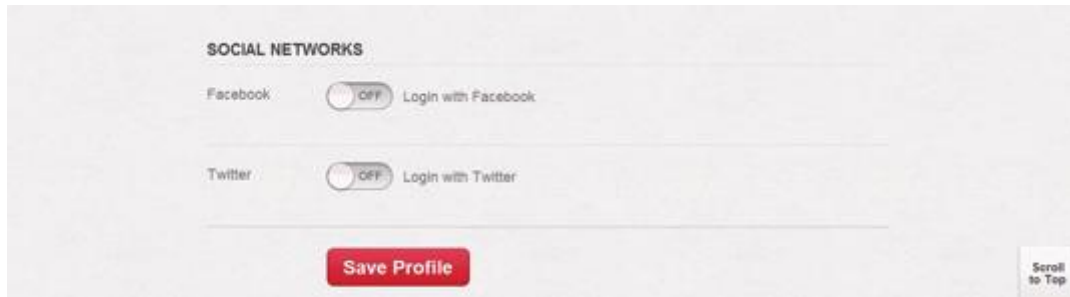
As one of the leaders of social networking, Facebook has become an important sharing tool. Although individuals prevalently use Facebook to share among themselves, increasingly more businesses and nonprofit organizations use Facebook to promote their business or cause. Due to Facebook's huge popularity, our group feels that it is important for Winslow Farm to continue taking their Facebook page seriously. We noticed that the statistics on the Winslow Farm's Facebook page rises significantly every time a video or picture is posted. This means that when an interesting picture, video, or status regarding the farm is posted, more people visit the

fan page and this generates more “likes.” When somebody “likes” or “shares” a post on a Facebook fan page, their Facebook friends are able to see this. Therefore, it is very common for people to unintentionally advertise a business or nonprofit organization through their very own Facebook. Knowing this information, our group emphasizes the importance of Winslow Farm to continue updating their Facebook when something important happens around the farm.

Pinterest

Pinterest has become a significant social media force in which users can share items in which they find interesting. Having a consistent presence on Pinterest may increase the number of donors globally. For this to happen, it is important that Pinterest be occasionally updated with new pictures of the sanctuary and the animals in order to keep users engaged and interested. The users’ Pinterest page that they create for their items is called a “board” and the individual pictures that they post to their boards are called “pins.” When a Pinterest user is interested in another user’s pins, they can “re-pin” their pins to their own Pinterest page to share with their friends. Pinterest activity is generally measured by the amount of people who “re-pin” your own Pinterest pins on your board. Currently, Winslow Farm’s Pinterest page does not have much activity. While it is impossible to see how many people visit the page, it does show how many people have re-pinned Winslow Farm’s pictures. Unfortunately, nobody has yet to re-pin any of Winslow Farm’s items. However, we believe that the page can improve visibility if it is connected to Facebook. It is currently connected to Facebook since we thought it would be irrelevant if the Winslow Farm Pinterest page was connected to one of our personal Facebooks. However, if the Pinterest Page were to be connected to the Winslow Farm Facebook page, then the people who “like” the Facebook page will be able to clearly see the activity of the Winslow

Farm Pinterest page. To connect Pinterest to Facebook, go to the “settings” option under the “Winslow” dropdown menu on the top right of the screen. From there you can choose whether or not you want to connect Pinterest with a simple on-off style switch.



Winslow Farm’s Pinterest account information:

Username: wnslofrm@aol.com

Password: winslowfarm1

Wikipedia

When people want to find out about a particular organization, their first instinct is usually to look it up on the internet. However, unless someone is looking for detailed and specific information about the organization, such as the hours of the establishment, oftentimes someone just wants to know a brief summary of the organization. In this regard, Wikipedia is a great tool. Wikipedia allows people to read a brief summary about what they are looking for and it allows them to make edits and changes in correspondence with the Wikipedia subject. Due to this, we believe that Wikipedia is an important tool for Winslow Farm. We can already tell that people have viewed the Wikipedia article because some people have rated the page. Currently, as of

February 5th, three people have rated the page as very trustworthy and one person has rated the page as being very well-written, very complete, and very objective. The more people who visit the Wikipedia page, the closer the page will appear to the top of the search engine results for Winslow Farm. This page requires very little, if at all, maintenance and is useful for people curious about the farm.

Public Access Channels

Many people of the older generations tend to watch the news bulletins posted by the public access channels in order to remain updated with the current local news and events. Knowing this, we submitted a bulletin to five different local access channels surrounding Norton regarding Winslow Farm's annual Yuletide event. While we initially weren't sure if this made an impact on the event, Ms. White told us that this year's Yuletide event received a staggering 40-50 people compared to previous years that only received an average of around five to six people. Moreover, the amount of older people who recently "liked" the Winslow Farm Facebook has jumped. It is clear that the local access bulletins have not only made a positive impact on the event that we advertised, but it appears from our Facebook statistics that our bulletins have successfully reached our target group. Therefore, we strongly recommend that Winslow Farm post advertisements for future events on surrounding public access channels. This will not only gain visitors to Winslow Farm's events, but it will gain visibility and visitors to the farm in general. The public access channels in which we submitted an advertisement included the Norton, Taunton, Easton, Foxboro, and Attleboro channels. Most of these channels allow users to simply write their own advertisement and submit it via their website. Taunton's channel,

however, prefers users to send in their advertisement via a private message on their Facebook page.

Featured Animals

A popular advertising method is to appeal to people's emotions. This is clearly seen through the internet when many pictures that get the most hits are the ones that convey to people's emotions the most, i.e: animal pictures. With this in mind, our group thought that it would be in Winslow Farm's best interest to portray their animals as the main focus of their website. The featured animals of the month will appear right on Winslow Farm's homepage and will be the first thing that people see when they go to the website. Along with seeing a picture of a very cute animal, website visitors will be able to read the description underneath the animal that tells the viewer how the story of the animal's life before arriving at Winslow Farm and how much their life has improved after coming to the farm. This will allow the reader to feel a personally connection with the animal on a very emotional level. If the visitor has not yet been to the farm, they may want to visit the farm in order to meet the animal that they just read about along with other animals like the featured animal. We strongly believe that this will improve Winslow Farm's visibility. Moreover, this will be relatively easy to maintain. The animals will only need to be rotated once a month and the animals can be used more than just once (i.e: a particular animal can be used, then one year later it can be used again).

Newspaper and Magazine Articles

Many people read newspapers and magazines pertaining to their interests. Therefore, as one of our goals, we tried to write an article on Winslow Farm and submit the article to local Norton newspapers as well as animal magazines. However, our article that we wrote on Winslow Farm's Yuletide event and submitted to the Norton Mirror did not get approved and posted. Our suggestion, therefore, would be for Winslow Farm to persist with the article submissions for newspapers. If we had not submitted the Yuletide article relatively close to the date of the event, we probably would have re-submitted it or called the newspaper so that they may take our article more seriously. However, we believe it is also important to note the difference between being persistent and being exasperating. While we stress the importance of persisting in order to get Winslow Farm's name out there, we also do not want people to regard Winslow Farm as the organization that continuously spams them with emails and phone calls. Moreover, while the idea of Winslow Farm appearing in animal magazines is a great idea for attracting visitors and donors, we may think that this is not the best option for Winslow Farm at the moment. Much like the newspaper, the editors of magazines are not quick to respond and take article submissions. Also, submitting a magazine article has the potential of being costly and Winslow Farm can use cheaper, even free, methods of advertising which will be discussed next.

Documentary and Viral Video

Creating a documentary and submitting it to a major television station such as PBS is a great long-term goal to have and possibly pursue. However, given Winslow Farm's status as a nonprofit, we believe that the farm will benefit more from creating a video for free. A volunteer at Winslow Farm, for instance, could easily set Winslow Farm up with their own Youtube

channel. Once someone has their own Youtube channel, they can post 15-minute long videos on the website for free. When a video becomes viral on the internet, the video has many viewers and Youtube commonly pays the Youtube channel a sum of money to allow them to post a short advertisement at the beginning of the video. We understand that this is a lot of maintenance and hard work on the end of Winslow Farm, so we have devised an idea. One possibility to reduce and possibly eliminate the amount of work on Ms. White's end is to place the videos in the hands of the Wheaton College film students. For instance, a great project idea for them could be, "who comes up with the cutest video?" They could then upload their videos to the Winslow Farm's Youtube channel and promote them. This is a great method of easily self-promoting the farm for free.

Tablet Guestbook

Using a tablet for the electronic guestbook is an idea that we implemented at the farm. The main purpose for getting the tablet was to use as an electronic guestbook at the front kiosk of the farm. Upgrading from the paper and pencil guestbook will eliminate the amount of time volunteers spent transferring the handwritten contact information by using a guestbook application that exports the visitors information directly into a contact list. A locking stand and waterproof case allows the tablet to be left unattended at the entrance to the farm.

The specific guestbook application used is called "Easy Guestbook 2.0". You can find this application by searching for the name in the Apple Store. This application allows to create your own welcome title, decide what information you would like to collect, and provides an easy to use interface for the visitors.

Easy Guestbook 2.0 Screenshots:



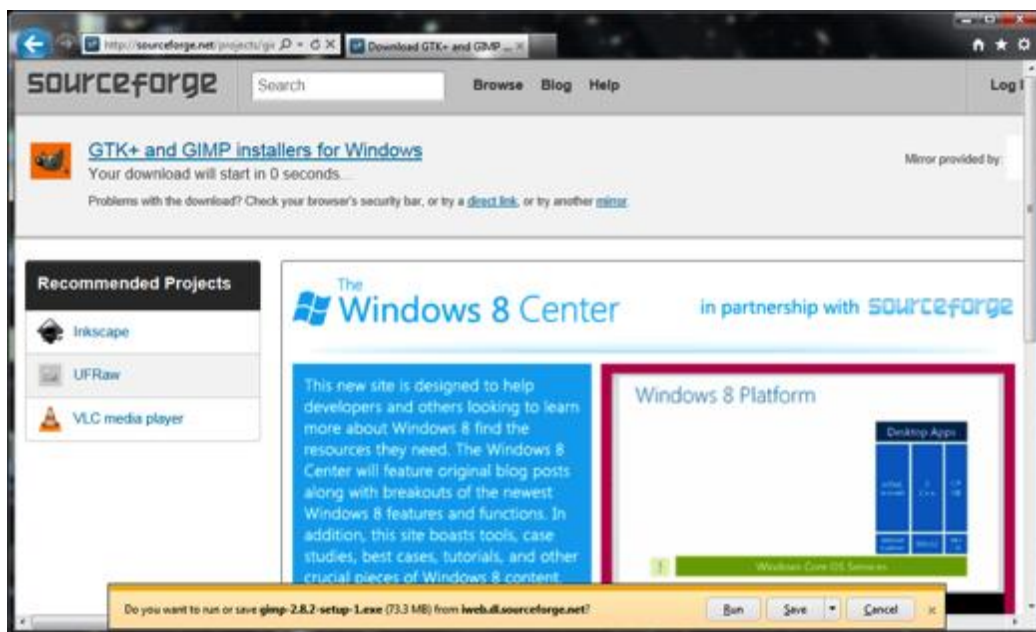
The information collected is then stored in your Apple address book. You can also specify a group within the address book so the contact information you collect can be separate from your personal contacts. The contact information can then be saved and used anytime. Once the guestbook is set up, this eliminates all volunteer work and this time can be better spent with other chores on the farm.

Map of the Farm

The digital map that our group created is included on the flash drive that our group submitted. There are two files, both of which are named “Map of Winslow Farm”. The file ending in “.xcf” may be easier to modify than the “.png”, but it requires the use of an image manipulation program called GIMP. The “.png” file should be able to be opened and used without any special procedures. This map is free for Winslow Farm to use as it pleases.

Downloading GIMP

GIMP can be easily downloaded for free at www.GIMP.org. To download GIMP, go to “download” at the top of the main page. The download page you will be redirected has a series of versions for download (usually the one at the top, ‘download GIMP’, will be sufficient). This page also has a series of manuals for reference. Clicking on a version will take you to the download page for that version.



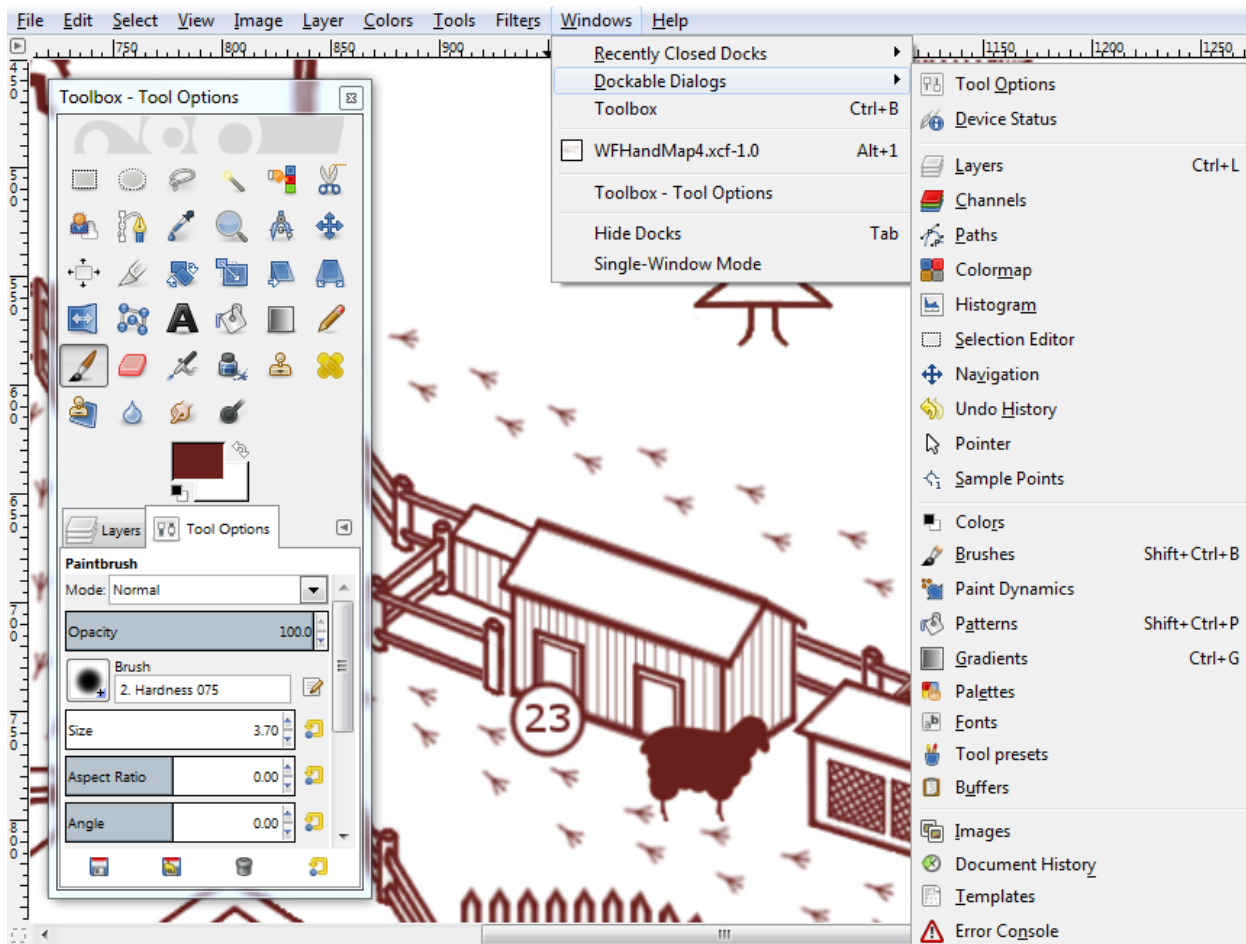
The download page for GIMP

After running the download (done by selecting “Run” at the bottom of the screen above), follow the prompts to install GIMP.

Using GIMP to modify the map

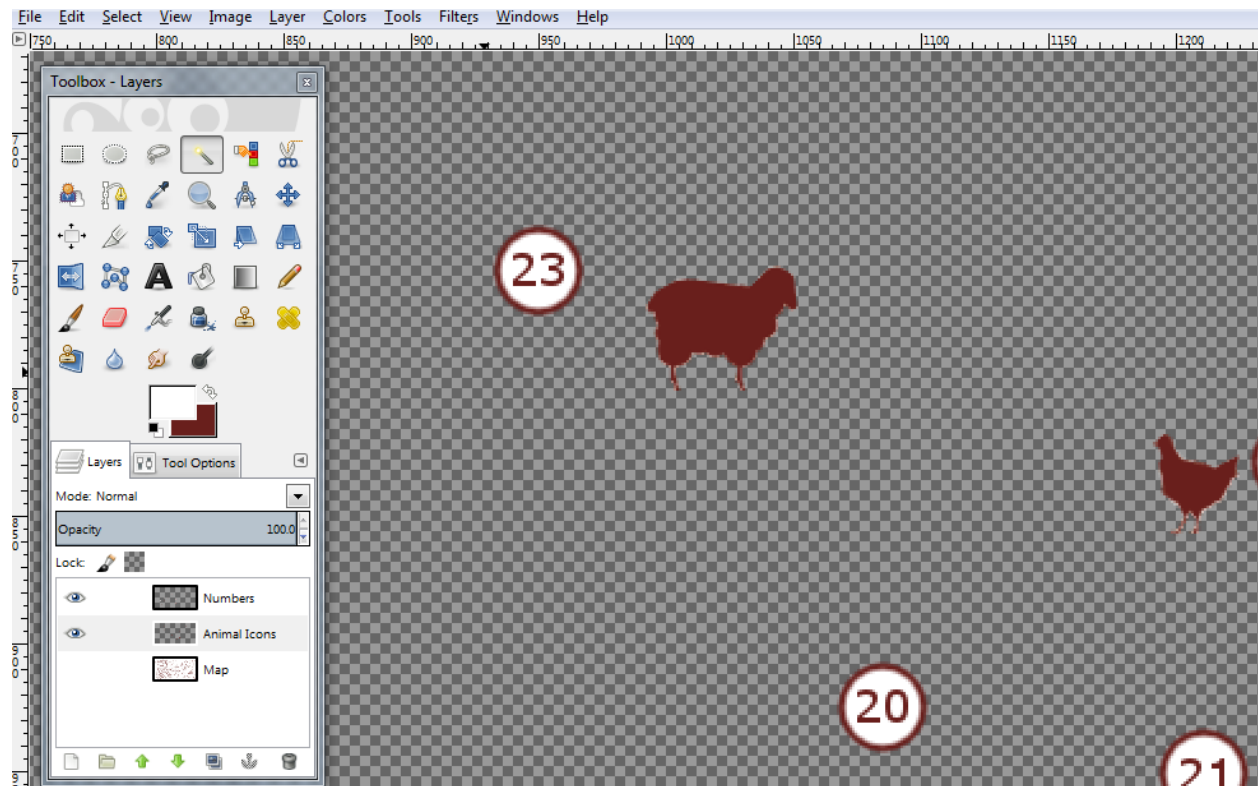
The majority of the structures made within the map were made using the “paintbrush tool”. The specific settings for this are shown in the picture below (on the left side within the toolbox tab). If the toolbox is missing, it can be accessed under “Windows” => “Dockable Dialogs” => “Tool Options” (on the right side of the picture below). The size of the brush was 3.7 for the outlines of the structures, 2.5 for the details, and 1.0 for fine details. The paintbrush color was dark maroon, which in HTML notation is 691f1c. In RGB it is 105, 31, 28.

This map was designed so that it could be easily modified in case animals or the numbered icons need to be changed. Using the “layers” tool (if this is not visible, press ctrl + L) in the “.xcf” file will show the three layers that make up the map: the numbers, the animals, and the buildings. The individual components from each of the layers can be moved around easily without damaging the other layers. So, if you only want to change the animals and icons around,



make the buildings invisible by clicking the eye in the tab (picture below). Note: even though a layer may be invisible, if it is highlighted / selected by a faint blue box it will still be modified.

You can highlight a layer by simply clicking it.



In this image, the main map is invisible and only the animal icons can be modified (since they're highlighted in the box on the left side of the screen).

Saving the map as a .png

Different file types, such as “.png”, are more widely used than the save file type that GIMP uses. To save the map as a “.png”, simply go to “File” => “Export...”. The file can be renamed and saved as a “.png” on the resulting screen.

Conclusion

Even though a few of our ideas that we implemented did not give us the results that we had hoped for, such as Pinterest, many of these plans that we executed did receive positive results, such as our Yuletide public access announcements. Working on this project has led us to a better understand of how nonprofits work and the best methods of appealing to the senses and emotions of people on a personal level. We believe that if Winslow Farm continues the ideas that we found to be effective, then they will succeed in connecting to people personally and unintentionally make people want to go visit the farm and meet the animals.