Internal Marketing Plan

An Interactive Qualifying Project

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Degree of Bachelor of Science by:

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Table of Contents

1. Executive Summary

This report was commissioned to examine, through the lens of internal marketing, why the number of Scouts and volunteers is decreasing for the BSA-MC. It was also commissioned to recommend ways of increasing, or at the very least sustaining, the number of Scouts and volunteers. Although there were a plethora of research methods to choose from, our team chose interviews because they allowed us to here directly from the employees and volunteers of BSA-MC. Through the use of these interviews we found BSA-MC loses the bulk of its volunteers when Cub Scouts become Boy Scouts. We recommend inviting volunteers to employee meetings for recognition of the good they are doing and the possibility of earning a reward for their duties.

The research draws attention to the fact that the BSA-MC has not been able to grow and flourish like they would like or quite some time now. The turnover rate for the number of scouts and volunteers in the organization is significant. CEO of BSA-MC Jeff Hotchkiss stated "our turnover rate of volunteers and scouts has been very high in the past couple of years, especially scouts going from cub scouts to boy scouts". As the world moves into the year 2016, the BSA-MC seems to be wedged in the past which is crippling their organization. Furthermore the operations of the BSA-MC is by 3 groups of individuals; the management, employees, and volunteers. Based on our interview findings, the main issues among the groups of the BSA-MC are communication, experience, organization, and knowledge of technology.

This report evaluates the issues stated previously and concludes that it would be ideal to address these problems with the recommendations provided:

❖ **For Volunteers:**
   - ○ Focus Attention on Volunteers
   - ○ Be More Selective in Choosing Volunteers
   - ○ Have Volunteers attend Employee Meetings
   - ○ Provide more incentives to Volunteers

❖ **For Employees:**
   - ○ Increase Communication among BSA-MC, National Council, and Volunteers
   - ○ Suggested Technology for Communication and Organization

- o Be More Demanding

- o Hiring a Younger Generation

❖ **For the Management:**

- o Set Guidelines for What Boy Scouts is trying to Accomplish

- o Merge with other Councils

2. Introduction

When hearing the word marketing we all seem to picture a commercial, banners, and prospective customers and consumers buying the product or service. That, however, is external marketing. This project looks into internal marketing for the Boy Scouts of America Mohegan Council (BSA-MC) of the Central, Massachusetts Division. It seems as though now-a-days the Boy Scouts are slowly fading away. The Boy Scouts is a brand that has been around for years. What is causing the Boy Scouts to fade? Internal marketing research focuses on the face of the organization, the employees, and how everything they do reflect what the company stands for. Could the problem be that the company as a whole is not on the same page? Is it unimportant for "front line" employees to be on the same page as management? With BSA-MC's goal being to offer the best scouting program in New England, what do they need to do in order to achieve it? The Boy Scouts' organizational value is "We live by the Scout Oath and Law."

Scout Oath: On my honor I will do my best to do my duty to God and my country and to obey the Scout Law; to help other people at all times; to keep myself physically strong, mentally awake, and morally straight.

Scout Law: A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent.

Even though these are the organizational values, are these values constantly being embedded in the employees' minds? Our mission in this project is to find out what is happening in the organization itself. To find what the work environment is like. Is it too strict? Is it too free flowing? Is there structure? Are politics involved? All these questions aside, the BSA-MC has very good intentions in shaping the future leaders of this great nation. We need to help them get there by offering our outside observations and suggestions to enable this world renowned organization to rise to the top once again.

We want to stop this decline for the Boy Scouts so that they can continue to mold the youth of our nation. Building character and inspiring leadership is something that should be cherished. The Boy Scouts are a model for that and as soon as everyone in the organization is on the same

page we can then move forward and become better than ever before! Expect to be amazed by how much simple dedication and a love for what one is doing can spark rebirth for this great organization. In this project one will find what past internal marketing teams have done to remodel the structure of different organizations. Successful and failing attempts will be vividly documented and studied, benefits of internal marketing and much more!

3. Background

The BSA-MC, for many years, has been seen as a very prestigious organization. Their work consists mainly of developing young Boy Scouts' skill sets to prepare them for their futures. The Boy Scouts has proven to help children with their education, social skills, basic skills, and leadership. However, according to the CEO of BSA-MC, in the last couple of years they have lost about 20% of their recruits and volunteers when the scouts move from cub scouts to a Boy Scout. A decade ago, when Boy Scout members would complete the program, they would go on to become part of the organization. For example, one might become a volunteer or stay on as an employee for years after. However, in recent years this has become a rare phenomenon. The organization as a whole is witnessing more frequent dropouts and the Boy Scouts' employee turnover rate is very high. The focus of this project is to look within the organization through an internal marketing lens and to strive to improve the organization's unity as a whole.

3.1 The Boy Scouts – BSA-MC

3.1.1 Vision of BSA-MC

The Boy Scouts' (BSA-MC) mission is to prepare the youth of Central Massachusetts for future leadership by delivering fun and effective experiences through the Scouting program.

3.1.2 Mission of BSA-MC

To offer the best Scouting program in New England.

3.1.3 Goals of BSA-MC

The BSA-MC have several goals set in place, one that consists of growing the number of scouts by 2 percent by the end of the year 2016. In addition they are attempting to grow the organization's volunteers by 5 percent. If our internal marking plan is implemented, it should inspire employees and volunteers to become a bigger part in the BSA-MC. In turn causing less volunteer turnover, and getting current volunteers spreading the word of the good they do will likely attract more volunteers. In addition, the Boy Scouts want to increase their revenue by 10 percent and in order to do this a balanced budget is required. Lastly, the most important goal is to spread the story about the Boy Scouts and the power it has to help their Scouts become

leaders. We want to spread the word to the community about the life changing skills developed through the organization and the difference it can make not only for the individual but the family.

- ❖ **By years end grow Scouting by 2 percent**
    - o More Scouts, in more ways, for more impact
- ❖ **By year end grow Corps of Volunteers by 5 percent**
    - o Bigger roles and spreading the word
- ❖ **By year end grow revenue by 10 percent**
    - o A balanced budget is a must
- ❖ **Tell the Boy Scout's Story**
    - o Need to tell the community about the life changing movement and the difference it makes for the families involved

3.1.4 Value Proposition

Scouting's programs and outdoor adventures prepare young people for a lifetime of character and leadership.

3.2 SWOT Analysis

The BSA-MC have many strengths that allow the company to be successful. The executives and leadership seem committed and have a vision. This shows the management wants to improve and make the organization the best it can be. Another strength is they are helpful to the youth and this is genuinely a good cause to support. BSA-MC's numerous strengths make them a fantastic council to be a part of as well. All of the management, employees, and volunteers have a serious love and passion for the organization. Many employees and volunteers were Boy Scouts themselves. Everyone involved are committed workers who want the BSA-MC to be successful and willing to do whatever it takes to make sure that happens. Scouting helps the youth of today become leaders amongst their peers. In addition, it helps teach necessary life skills that will help the scout grow as a person. Scouting also helps young kids to learn how to make ethical choices over their lifetime, by installing a certain set of values establish through the BSA-MC. Finally, Scouting allows kids to gain skills in outdoor adventure, sports, and art which will enable them to take on leadership roles.

Every organization has areas in which they are weak and have scope for improvement. The weakness with the Boy Scouts seems to be that there is not enough communication. Not having outstanding communication from management to the front line can cause problems and is easy to stray away from vision of the organization. The communication issue now leads into the fact that BSA-MC now a disconnection between its employees and volunteers. The communication gap is causing the council to become weaker because scouting is now not being performed to the best of its abilities. The volunteers are not receiving enough training and it is affecting the council making it weaker. The Boy Scouts has also struggled with being innovative and keeping up with today's society. The organization is lacking in the work force in terms of the number of employees working for them, also the commitment and diversity of the employed staff.

The organization has opportunity. The organization has 1600 volunteers, the volunteers can spread the word about how they love the organization more people are bound to join and also spread the word. There are plenty of opportunities for BSA-MC to grow. Communication and organizational technologies open up new doors for BSA-MC to grow. Merging with other councils is also an opportunity for BSA-MC to capitalize on.

A big threat to the BSA-MC is other after school programs such as the YMCA and youth organized sports. According to Seth Institute (2015), youth organized sports accumulates just under half of the child population in the United States. As youth organized sports are also a competitor and is explained in greater detail in chapter 3.3.3.

3.3 5 C's Analysis

3.3.1 Customer

The "customer" for BSA-MC internal marketing are the employees and volunteers. BSA-MC relies on more than 1,000 adult volunteers to promote their mission to the youth of the Worcester County area (Scouting Works, 2016). Since BSA-MC needs these volunteers, it is in their best interest to keep them happy and motivated. The BSA-MC is a non-profit volunteer-based organization, therefore volunteers must be a priority. Without these volunteers the organization would fail.

3.3.2 Company

The BSA-MC is headquartered in Worcester, Massachusetts. They set out to mold future leaders through the youth of the Worcester County Area. The BSA-MC has 2 districts which are made up of about 30 surrounding communities (News, 2014). The BSA-MC is "one of the nation's largest and most prominent values-based youth development organization" (Scouting Works, 2016). In other words, this company values teaching the youth to make ethical choices over their lifetime while acquiring skills in the areas of adventure, sports, arts and hobbies (Scouting Works, 2016).

The company needs to bring good culture within itself. Due to the size of the BSA-MC, it can be assumed that the employees all know each other and there is a "family' type of environment. Unfortunately information is not passed as quickly as it should be. Communication in the BSA-MC should be a priority as ever in order to maintain success and excel as a whole.

3.3.3 Competition

The BSA-MC face many threats, mainly other after school programs such as the YMCA, Boys' and Girls' Club, etc. However, their main threat is the youth sports organizations. There are roughly 74.2 million children in the United States. Out of the 74.2 million children in the U.S., 36 million play organized sports each year (Seth Institute, 2015). This means just under 50% of the youth in the U.S. are committed to their respective sports team instead of BSA-MC. From our research we have concluded scouts will choose to participate in their sport event over a scouting event. "You got soccer, basketball, football, baseball, whatever, you know? If you don't practice you don't play and if you miss 3 practices you're gone, that kind of stuff. Ours is hey you make it when you can" (Employee 1). In other words, youth sports is a threat because it makes the BSA-MC a last priority.

3.3.4 Collaborators

Polaris is not only a partner of the Boy Scouts of America, but they're the number one off-road vehicle manufacturer (Scouting Works, 2016). According to Scouting Works (2016), Polaris and the entire Boy Scouts of America have begun a 10 year partnership to provide off-road vehicles, safety equipment and ASI Rider Safety Training. Polaris is providing BSA-MC's local camps with training and high-adventure for the scouts.

3.3.5 Context

The main issues for the Boy Scouts internal marketing are politics and social impacts. The reason for political issues is the fact that people probably don't speak up unless that are in a position of power. With a system like that it is hard to get new and improved ideas out into conversation, therefore keeping them stuck in a bad cycle. The social impact might just be that people are afraid to change the old ways, but failure to change something will result in a constant decrease in numbers of scouts and revenue. The main issue for Boy Scouts external marketing is decreasing the turnover rate between scouts and volunteers. Other social commitments outside of scouting such as sports and other commitments play a huge role in what the external marketing is facing. Another main issue for the external marketing for the boy scouts is the social media aspect. Boy Scouts seems to be behind the electronic generation.

3.4 Internal Target Audience
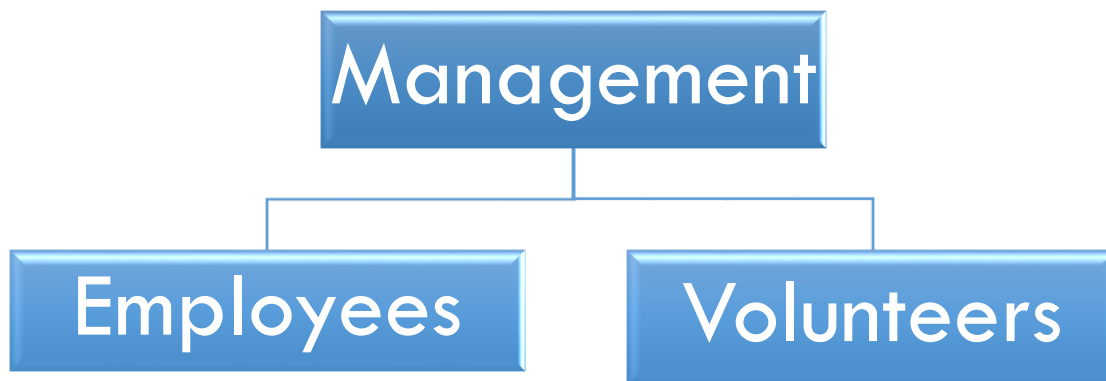
Figure 1: Boy Scouts of America Hierarchy

Figure 1 demonstrates the levels of authority our internal marketing team communicated with throughout the project. We must start at the top of the hierarchy with the management where we needed to establish the goals, vision, and mission of the organization. Once we were clear on what managements is trying to achieve we can then work on communicating this mission through the rest of the organization. When we moved down the chain to talk with employees and volunteers, we were able to see where the disconnection and holes in the organization are.

The leadership of the management team is the most important start to having great internal unity within the organization. With a strong charismatic leadership from management this can produce a higher employee satisfaction rate. Where employees are more concerned with the customers. Prior research on internal marketing has been done comparing jobs as the product and the employees as the satisfied or unsatisfied customer (Berry, Hensel, & Burke, 1976, p. 11).

A leader needs to have a relationship with their employees to establish a good working community. Leaders should always look to boost employee or team satisfaction. A previous analysis expresses that organizational identification is a great way to predict several employees' satisfaction in the organization, this is an important leadership tool. Depending on their satisfaction this could affect the internal marketing of an organization. Some factors include job satisfaction, cooperative behavior, in-role performance, organizational citizenship behavior, and customer service (Grant & Booth, 2009).

Internal marketing is vital in an organization. Research has shown internal marketing, both empirical and conceptual, on three different important themes. It first talks about the importance of employees being "well-attuned to the mission, goals, strategies, and systems of the company" (Berry, Hensel, & Burke, 1976, p. 14). The second is internal marketing forms a foundation for a corporate identity where everyone is on the same page (Ahmed & Rafiq, 2003, p. 1179). Lastly internal marketing must go further than short-term marketing training programs. It must become a management philosophy that inspires and enriches employees' understanding of their position in the organization (Ahmed & Rafiq, 2003, p. 1185).

Research has proven that with a strong charismatic management system that the organization can relate to and believe in improves the organization significantly. Not only is management happy because the whole organization is striving to achieve the mission that they set in place, the employees are also happier and more motivated because they understand their purpose and role within the company. There is no ambiguousness within the company, the employees' job is to perform their purpose and role and do this to the best of their ability and if they don't the organization is exposed. Having a charismatic leader allows employees and volunteers to back their management system. The morale, motivation, and dedication is improved because they want

to work for their leader, the product, and the organization. The customers (internal employees) are satisfied because their needs and wants are fulfilled and this drives them to want come back again (continue to work for their leader/organization).

4. Project Objective

Previous discussions above have presented the problem, the purpose of this research is to improve our understanding of how the Boy Scouts achieve their internal marketing goals. As the Internal Marketing team we want to develop a process that will drive the employees to want to work, promote the organization of the Boy Scouts and be a part of the organization for many years.

4.1 Management Decision Problem

❖ Why have the volunteer recruitment numbers declined and employee turnover rate in the organization increased?

4.2 Research Problems

In order to perform our research for our project effectively in terms of relevance and application, our internal marketing team proposed some research questions to address the management decision problem. The questions our team will be observing consist of:

❖ Is there a shortage of commitment and passion within the employees?

❖ Is there a communication gap throughout the hierarchy of the organization?

❖ What is the infrastructure of the organization?

❖ Is there a productive work culture and environment?

❖ How is the Leadership in the organization?

❖ What is the strategic direction of the organization?

❖ Is there Employee / Volunteer involvement in decision making?

❖ Are Employees / Volunteers appreciated and recognized/ rewarded?

❖ Are Employees / Volunteers satisfied with the job, organization, colleagues?

5. Literature Review

About 40 years ago, the term internal marketing was introduced, which at that time meant ultimately providing a consistent high service quality (Berry, Hensel, & Burke, 1976, p. 7). A company's employees are one of the most important marketing tools. Employees are the first interaction that the customer encounters, adapting the marketing scheme to fit the customer, only enhances the experience. This adds quality to an already good product or service. Internal marketing is the epitome of a company's success with customers (Berry, Hensel, & Burke, 1976, p. 10). A good organization will have great customer service and an amazingly dedicated slew of committed and dedicated employees.

What is internal marketing? Why is it so important to a company's well-being? Internal marketing describes an organization's ability to apply marketing within itself (Ahmed & Rafiq, 2003, p. 1178). It is important because without it there essentially would not be a culture in a company that delivers a high quality of customer service. Ultimately a lot of the success for the company starts from the inside out.

5.1 Internal Marketing: Definition and Goal

5.1.1 Definition

Internal Marketing is a management philosophy of promoting the firm and its policies to employees as if they are (internal) customers of the firm. Using internal marketing is key to the success of any organization because employees are the heart and soul of every organization. In a nonprofit organization internal customers are that much more important because they have a mix of employees and volunteers. Ultimately, making your employees as happy as possible at work will have a positive effect with the customers and a positive effect for the entire organization. BSA-MC needs to focus on its internal marketing so that the employees and volunteers can express the joy and excitement they feel from the BSA-MC onto the troops. If BSA-MC keeps its employees and volunteers happy it will keep everyone in the council happy and want to keep returning (Alshurideh, Alhadeed & Barween, 2015).

5.1.2 Goal

Create a workforce that is educated about the company's goals and enthusiastic about meeting those goals. Everyone must be united and work as a cohesive unit to reach and possibly go beyond their goals.

5.2 Internal Marketing Elements

5.2.1 Recruitment and Training

In order to attract committed and qualified employees, an organization must provide specific job descriptions and effective recruitment programs (Rydberg & Lyttenin, 2005). Once the much sought after employees are recruited, they will be put into a training program where they can see how important they are to the organization. The best part about this is that less and less employees will quit and they will be in it for the long haul.

5.2.2 Motivation

According to Ahmed and Rafiq (2015), motivation is what keeps employees going. The organizations must hire managers who embody an upbeat tempo coming into work every day with a smile on their face and a bounce in their step (Ahmed & Rafiq, 2003, p. 1180). The more motivated the employee, the better performance they will produce. There can be fun ways to do this as well, like team-building programs or workshops with fun activities to get the juices flowing (Rydberg & Lyttenin, 2005).

5.2.3 Communication

Communication in internal marketing is the most important thing (Cardy, 2001, pg. 12). If everyone is on the same page then tasks will be done a lot easier and multiple people can work on them if the extra help is needed. An open office or organization is an absolute must. "First learn the meaning of what you say before you speak" – Epictetus (philosopher) Employees should be free to add input if they feel it is helpful to the company. However, the employee should be confident in their suggestion because their credibility is on the line (Conduit & Mayondo, 2001, pg. 15)

5.2.4 Motivation and Retention

In order to keep employees, there must be competitive salaries and some form of a bonus system that is pleasing to the workers. Even offering benefits like sabbaticals for employees to pursue higher education can be very attractive (Collins & Payne, 2001, pg. 262). Work motivation is what inspires an employee the most. Higher performance is gained through work motivation (Rydberg & Lyttenin, 2005). Types of work motivation include; rewards or the feeling of possibly receiving a reward. Individual motivation will ultimately determine work effort (Collins & Payne, 2001, pg. 268).

5.2.5 Organizational Commitment

This is what the organization craves and is in need of, organizational commitment. This type of commitment is one that a person shows and feels a strong desire to be a part of the organization (Berry, Hensel, & Burke, 1976, p.10). Organizational commitment ultimately leads to many benefits for the company; an improved job performance, increased tenure, lower absence from work, less tardiness (if any), and much less turnover (Rydberg & Lyttenin, 2005).

5.2.6 Job Involvement

According to Sanchez-Hernandez and Grayson (2012), this topic generally concerns how work performance directly affects an employee's self-esteem. If they are very involved with their work, a manager can tell by the employee's body language when they have done something wrong. If it affects them then they are very involved, if it does not affect them then they are not involved. Should an employee be uninterested, the managers can then try and find a task that more suits them. An organization could benefit from this because it would help decrease employee turnover and absence from work (Rydberg & Lyttenin 2005).

5.2.8 Job Satisfaction

According to Ahmed and Rafiq (2003), an employee's feeling about their job can be separated into five categories; "satisfaction with the work they are conducting, being satisfied with their pay, satisfaction with promotion prospects, satisfaction with supervision, and satisfaction with co-workers."(Ahmed & Rafiq, 2003, p. 1179) Is it possible to increase job satisfaction? Truthfully, yes. Providing higher salaries, benefits and promotions can lead to a higher job satisfaction. In addition, more satisfaction with their job can increase satisfying customer needs as well (Rydberg & Lyttenin, 2005).

5.3 Key Concepts for Internal Marketing

5.3.1 Attitude

When a customer interacts with an employee, the customer feels that the employee's attitude reflects the attitude of the entire company. That is inevitable. Whoever is in the organization is a representative for that organization (Collins & Payne, 2001, pg. 262).

5.3.2 Appearance

Clean, sharp, and a great big smile will always portray good vibes and a warm feeling for the customer when interacting with an employee. When you look good you feel good, and when you feel good your work will reflect that (Collins & Payne, 2001, pg. 263).

5.3.3 Approach

When dealing with problems or questions with a customer, an employee must solve or answer their problem/ questions with confidence. If an employee shows any sign that they do not know how to help that can be bad marketing and reflect poorly on the company (Collins & Payne, 2001, pg. 263). In addition, when approaching a customer, speak with respect, don't act as if you know more than them. Doing so will make them feel like you're implying they're unintelligent (Rydberg & Lyttenin, 2005).

5.3.4 Employees as Customers

Internal marketing will make or break your company's success. According to Bowers, Martin and Luker (1990), every organization must look at their employees as customers themselves. The reason is because an employee affects more than just themselves when they perform poorly. For example, if a customer is unhappy solely because of their day they probably will come to your organization upset but will likely return. However, if an employee is upset it will likely affect their work in a negative manner and their work will affect the customer in a negative manner, ultimately driving the customer towards the decision of never returning to that organization ever again. In laymen terms, a happy employee means a happy customer (Conduit & Mayondo, 2001, pg. 12).

5.4 Motivating Nonprofit Employees

When attempting to motivate employees, normally one would impose bonuses or even promotions. With nonprofit organizations, not much really changes. It is still an organization, the only difference is that employees want to be there because they believe in what the company stands for and not just the paycheck. This is good because this is normally partnered with more dedication and determination by an employee to carry out the values that the organization believes in (Alshurideh, Alhadeed & Barween, 2015). "There's nothing like fresh coffee to help me serve with a smile." (Cardy, 2001, pg. 12) Everyone loves free things. There is nothing like free coffee in the morning and there is nothing like good free coffee in the morning. It can be anything, not just coffee, but giving little treats every so often when the organization has a good week is a nice and easy way to try and sustain that success and winning attitude from employees (Cardy, 2001, pg.12).

5.5 Communication between Management, Employees and Volunteers

In a nonprofit organization, the roles normally consist of management, employees, and volunteers. The common issue with having these roles is when management think they are better than employees and employees who are getting paid feel they are more important than the volunteers (Rydberg & Lyttenin, 2005). If a nonprofit organization is running this way, then it is almost certain that there is very little to no communication between the roles. With no communication follows confusion, anger, and chaos (Berry, Hensel, & Burke, 1976, pg. 7). Implementing something as simple as business memos or a company newsletter are good starts to increasing much needed communication in a company. To reach very good communication many companies conduct weekly meetings, surveys and focus groups according to Ahmed and Rafiq (2003). Not only does communication put the organization on the same page but it also gives everyone in the company to offer up any ideas they may have to improve the company as a whole. Having an organization with an open-atmosphere and a good culture allows people the confidence to help the company in any way they can.

Our Internal marketing team has done extensive research and analysis on the internal marketing on not only the BSA-MC but other organizations, non-profit and profitable organizations. In our research we found that there are two main pain points in all organizations' internal marketing. Our team found that communication and organization are the two most

important and challenging factors that could harm an organization if not managed well. Research has expressed that the whole organization needs to be on the same page, and the different ways in which the organization approaches this, determines its success in their internal marketing efforts. Our research team is confident that the research we have completed, would allow us to provide the BSA-MC with significant well thought out solutions and methods to try and help decrease employee and volunteer turnover.

6. Methods

The objective of the project was to identify the important pain points in BSA-MC's internal marketing and recommend strategies to improve the same in order to decrease employee turnover and improve volunteer recruitment. The ideas we come up with will help lead the future progress of the organization. In order to accomplish the goals of our project, we need information. This information will be gathered through interviews.

6.1 Interviews

The method of data collection used was qualitative in-depth interviews. Interviews are a very popular method in obtaining qualitative data (DiCicco-Bloom, & Crabtree, 2006 p. 315). When we interview someone it allows the interviewer to step into the shoes of one person and get a perception of how he/she thinks and what he/she believes in. Qualitative Interviews are a great way to attack in depth issues, obtain facts, and uncover personal meaningful insights that allow the administrator to draw detailed information out of the respondent (Kvale & Brinkmann, 2009).

There are 3 main types of interviews: structured, semi structured, and unstructured. A structured interview questionnaire needs to have a clear focus and a well-developed understanding of the topic (RWJF, 2015). First, structured interviews usually have little room for variation in what the interviewee can say because there are no open ended questions (RWJF, 2015). Second, an unstructured interview is used to help get responses from the interviewee by making him/her feel comfortable and open up to the interviewer, allow the interviewee to express himself/herself (RWJF, 2015). Unstructured interviews are used when the researcher has a good understanding of the topic at hand, but is still willing to have their information they require to be revised by the responses they receive (RWJF, 2015). Third, a semi-structured interview is when the interviewer and interviewee have a formal interview. In a semi-structured interview the questions and topics that are covered in the interview have a set order (RWJF, 2015). Semi-Structured interviews allow the interviewer to ask open-ended questions while still following their particular order of questions and topics (RWJF, 2015). This allows the interviewer to not only focus on the task at hand but also provide the chance to recognize new problems and understanding of the topic. In order to draw the most relevant information to help the BSA-MC we will follow the semi-

structured interview type. A semi-structured interview allowed us to have a conversation with interviewees allowing them to express themselves to us, which allowed us to follow our structured questions and get the information we are looking for.

6.2 Sample Size

We planned to interview a convenience purposive sample of 3 individuals from the management team, 5 employees, and 5 volunteers. The interviews will continue until theoretical saturation is reached.

6.2.1 Sample Description

❖ **Management**

Management includes the leaders of the organization. With our proposed research questions and goals, management will help us see what the leaders of the BSA-MC do to further the progress of the organization as a whole. This is the particular group of people that will normally make the bulk of the decisions in the organization.

❖ **Employees**

The employees are the ones who come into the most contact with the organization's external customers, i.e., the scouts and their parents. They provide customer service and lead the overall experience the scouts gain at the BSA-MC.

❖ **Volunteers**

Volunteers, like employees, are the ones that come into the most contact with BSA-MC's external customers. In addition, they also provide customer service and lead the overall experience the youth gain as a member of the BSA-MC. The difference between employees and volunteers is that volunteers serve without any monetary motivation or gain and so there is a higher sense of commitment toward scouting and the organization.

In order to protect the confidentiality of our participants, we have not provided the names and any other identifying information. The following is a brief sample description of our interview participants.

Name	Was a Scout?	Gender	Kids in Scouting
Employee 1	Yes	Male	Yes
Employee 2	Yes	Male	Yes
Employee 3	Yes	Male	Yes
Volunteer 1	Yes	Male	Yes
Volunteer 2	Yes	Male	Yes
Volunteer 3	Yes	Male	Yes

6.3 Data Collection Procedure

We recruited employees, volunteers, and management from the BSA-MC through their contact information given to us by the client. We first emailed everyone in the contact list in order to ask for consent to participate in the research and scheduled a time for the interview (Refer to Appendix A for the recruitment email). The location for the face-to-face interviews were based on the availability of the interviewees. Our primary form of interviewing was the face-to-face interview, however we were aware that not everyone we contacted would be able to meet face-to-face. For those who could not meet face-to-face we requested a skype or telephone interview. Skype allowed us to still get the somewhat personal direct interview and allowed us to observe facial expressions unlike the telephone. To make sure we got the best results from our interviews we conducted mock interviews and rehearsed in order to develop our interviewing skills and thereby make the interviewees feel that they could trust us and feel relaxed (Stroup, Berlin, Morton, Olkin, Williamson, Rennie, & Thacker, 2000). We interviewed a diverse audience including head staff member, leaders in the organization, new and old staff members, troop leaders, and volunteers. Before every interview an informed consent form (Appendix B) was given to the participant so that they completely understood the purpose of the study and risks associated with it. After they gave us their consent, the interviews then were conducted. The interview protocol and questions have been presented in Appendix C. The average length of the interviews was about 30 minutes.

6.4 Data Analysis

In order to analyze the qualitative data collected through interviews, the interviews were recorded and transcribed verbatim. All of the data was coded and interpreted by the researchers. The data was then be grouped together by trends and patterns that arose. All of the data was compiled, well informed, and thought out, recommendations were then determined and presented.

7. Findings

After extensive research and interview process our Internal Marketing team has come up with many themes and trends. Our team has taken all of the interviews we have collected throughout the entire project and coded each and every interview looking for reoccurring words, themes, statements, problems, and recommendations. We took all of this data and broke it down into what we believed was important and not grouped these themes together. This allowed our team to notice the most important issues and for us to come up with recommendations to solve these issues.

Figure 2 is a word cloud that consists of the word collection that helped our IQP team shape our findings section. The larger the word the more it was repeated or touched upon in our interviews with employees and volunteers. For example, the word "communication" is by far the most impactful, stressed and repeated word throughout all of the interviews, therefore it is the largest in the word cloud. The use of this word cloud gives a visualized example of the pain points that we discovered in our research. In other words, it allows for our internal marketing team to see where most of the problems lie. Employee 2 stated "the volunteers do not having enough training" and also said, "The work culture here feels like everyone is a family". Volunteer 1 has stated "Other organizations and teams demand the kids attend every event". Employee 3 feels as though the council is too small "honestly I believe we need to just merge with another council".

7.1 Lack of Communication

One of the most talked about issues in our interviews with Employees was communication. It was stated that there were communication issues between, the BSA-MC and National Council. For example, Employee 1 said, "National dictates the policies and one of the things they did is that they, you know, increased our registration fee from $15 to $24." Somehow the BSA-MC did not receive a word of this until 3 months later. This was very interesting to our team because it is a big decision which would impact the amount of Scouts joining that upcoming year. In addition, Employee 1 had also mentioned that it was an inconvenience to the BSA-MC because they felt as though they were out of the loop. The lack of communication not only effects the employees but the Volunteers as well. For example, Volunteer 1 stated, "… there was an event in which the duration of, uh, the activities were changed to a shorter time. As volunteers it would be nice to know because what ended up happening, uh, was that we would play games and not every Scout got a, uh, turn and some would be upset about it." In this situation, our IQP team came to the conclusion that subpar communication effects the BSA-MC in a negative manner. A similar example used in the Employee Interviews section by Employee 1, was when National increased the Boy Scouts of America's registration fee from $15 to $24. According to Volunteer 3, when this was imposed they felt they were the last to hear of this and it effected them in particularly because Volunteer 3's children are Scouts (BSA-MC). Aside from the fact that Volunteer 3 had children in the Scouts, they are a part of the organization and as a non-profit organization it is important that volunteers be kept on the same page because they are vital to their success (Dreger, 2014)! According the Dreger (2014), about 100 million people volunteer each year, saving non-profits an estimated $150 billion annually.

P & G, a very successful company that markets multiple household and personal care brands such as Bounty, Crest, and Gain, serves multiple customer groups with the focus on making people's lives easier. When studying P & G our internal marketing team came across research done by P & G stating employees are just as important as customers and any undisclosed information that affects them, causes employees to become disengaged. A disengaged employee will be about 20% less productive than an engaged employee. Therefore, in a sense, by not having good communication, the Boy Scouts of America are essentially crippling themselves with a lack of communication. We looked at a few videos on line of what it means to have good internal

marketing and again P & G stressed the importance of communication and employee engagement.

7.2 Disconnect within BSA-MC

Along with disconnect in communication between National and the Council, there is some disconnect amongst the BSA-MC itself. Communication and organization are big keys and the biggest stumbling blocks." according to Employee 1. It seems as though Volunteers are the last to know important information. There has been instances where, Volunteer 2 stated "I would not have known about that event if I didn't go to that meeting." This, however, is not beneficial to the company as a whole because as a non-profit organization, the Volunteers are vital to the success of the Boy Scouts of America. The main focus is obviously on the Scouts, however, the BSA-MC needs to make sure that Volunteers are happy. Volunteer 1 stated "I am not very happy with BSA-MC….we will be going somewhere else next year". Due to the fact that they will be in direct contact with the Scout, who are the customers of BSA-MC, they need to be as positive as possible to create a fun and exciting atmosphere to keep them entertained with the idea of being a Scout.

7.3 Education and Training

"I feel as though the main barrier is education and training for volunteers…" said Employee 2. This stuck out to our group because it is a simple point made by Employee 2, yet it can be very effective. When entering a new task, humans can only attack it with what they already know. In order to increase the knowledge or know how, one must either use their resources to teach themselves or be taught by someone who thoroughly understands the topic. According to Employee 2, "some volunteers don't know enough to be the best volunteers they can be. That responsibility falls to the [Mohegan] Council because if they want the best results from the war then they need to train and prepare their soldiers."

In real estate the focus is "location, location, location," similarly the focus for the Boy Scouts should be "training, training, and training." With no training, volunteers are, in a sense, being set up for failure. Our IQP team found that with such little training, it is difficult to have the volunteers on the same page with BSA-MC. Volunteers seemed unclear as to what message the

Boy Scouts were trying to get across to the Scouts and therefore limiting their Boy Scout experience.

7.4 Sense of Family

A finding in favor of the BSA-MC for the employees was a sense of closeness compared to the closeness in a family. There wasn't much to argue or dispute over in at the BSA-MC amongst one another. The sight of the employees getting along well seemed to bring our group to question their lack of communication. If so close, why not tell one another all the important "must-knows" about the organization. If BSA-MC and the Boy Scouts of America want to sustain success they need to bluntly discuss their ambitions and goals and make a good push into the Era of technology

7.5 Commitment and Competition

After interviews with all of the employees, we found that the Boy Scouts of America are competing with other activities and time commitments, such as basketball, soccer, etc. According to the Amateur Athletic Union (2013), if, for example, a scout were on a basketball team they may not miss a practice, doing so will cost a player to lose playing time in games. This negative incentive indirectly requires potential Scouts to attend game practices. In other words, the parents are paying for their child's membership on the team but the amount of time in the game is at the coach's discretion. Missing a game practice will land the potential Scout on the bench because the other players went to practice and it is unfair. In turn the parents will be upset because they feel they are wasting their money. Scouts are not required to attend all meetings and/or events. This would mean that the parents would not mind that their kids skipped Scouting. There's no penalty there for attendance and this is harming BSA-MC, says Employee 1.

7.6 Employee Turnover

The highest turnover for the employees is at the Chief Executive Officer (CEO) position. According to Employees 1, 2 and 3, the CEO position is often occupied by a new individual every 5 or 6 years. In doing so, there seems to be a point where the new hire will try to change a lot of

things at once instead of focusing on one thing at a time. Employee 2 felt this turnover was uncomfortable for the employees because they are working hard on improving the task at hand "we have had at least 5 different CEO's within the last 5 to 8 years". From there acquiring a new CEO who changes up the whole focus and set of goals, it means that employees had to stop what they were working on and change their mind set,. A general consensus from the employees draws us to the conclusion of a concept known as "Good, Better, Best." Tim Duncan, 5 time NBA champion for the San Antonio Spurs Organization, states, "Good, Better, Best, never let it rest until your Good is better and your Better is best." What this means for the Boy Scouts is, if they are okay with a new CEO every 5 or 6 years that is, focusing more on getting better at things they aren't doing well and improve where they feel they excel because there is always room for improvement, in the words of Employee 1. This concept is meant to have an organization look at its strengths and weaknesses and focus on fixing these areas. However when a new CEO comes in they try to change too much and it often is overwhelming. Employee 3 expressed "When the new CEO comes in with their brand new ideas of how they are going to help the council they try to put in all these new ideas when we haven't even fixed the other issues". This issue is one reason the turnover rate for employees and volunteers is so high. The employees and volunteers cannot get adjusted to the leader of their council and every time they may start to feel comfortable a new leader comes in and changes everything. A leader needs to build relationships with their employees and keep their employees happy, so that the employees can keep the customers happy. Keeping all staff members on the same page is vital to having a successful organization and with leadership changing so often it is very difficult to accomplish this (Dreger, 2014).

7.7 Technologically Handicapped

In addition our IQP team found the BSA-MC is mostly stuck in the past. Besides Employee 2, none of the other employees were exactly too familiar with any form of social media or online conference calls. "Mohegan Council has to take a step into the future!" as stated by Employee 2. We found employees along with volunteers were not very good at answering e-mails, which can be an Achilles' heel to a company because communication is everything. The downside to taking up a more technological approach is the fact that technology can be very distracting, according to Employee 1. However, Technology can lead to global innovations, education on new aspects or policies for the Boy Scouts and lastly, communication and networking.

7.8 Other Obligations

Employees 1, 2, and 3 mentioned they were all working other jobs in addition to working for the BSA-MC. For Employee 2 this is difficult because they are working hard for BSA-MC, however they have tasks that need to be completed for their other profession. This is an issue, says Employee 1, and because they want to put forth the effort to make the Boy Scouts better they exert as much energy as they can to do so. However, they have so many other responsibilities to tend to that sometimes it becomes overwhelming. Employee 3 told us, "I think there's just, uh, a big difference in what the council sees as priority…" meaning, although the Boy Scouts are a main focus, employees often have many other tasks to complete throughout the day so their work is not always up to their normal standards.

7.9 Different Goals

The BSA-MC would like to believe they share the same goals and visions with their volunteers. This, however, may not be entirely true. According to all of the volunteers our IQP team interviewed, the majority of volunteers are parents of Scouts. Being that they will most likely be a unit leader of their child's troop, the volunteers who are parents have that "helicopter parent" mentality (Volunteer 2). If their child is struggling they will likely try to solve the problem for them instead of guiding them in the right direction. The BSA-MC have a mission statement which says, "Our mission is to prepare the youth of Central Massachusetts for future leadership by delivering fun and effective experiences through the Scouting program." If the parental volunteers are constantly doing tasks for their kids (Scouts) then they are crippling them and not following the mission statement, therefore not on the same page as the Mohegan Council.

7.10 Unorganized

According to Volunteers 1 and 2, compared to other councils, the Mohegan Council is far more unorganized "compared to the other councils I have been at Mohegan by far is the least organized" (Volunteer 3). They mentioned they were completely involved with summer camps. For example, Volunteer 1 stated activities were to be thought of and conducted by the volunteers at Mohegan Council. However, when they volunteered at other councils they would have an agenda

already made for them "the activities are conducted by the volunteers at Mohegan council and seem to be more merit based…Other councils have agendas and activity lists" (Volunteer 1). We found that the volunteers are essentially looking for more structure and organization from the Mohegan Council.

7.11 Time Management

A common focus for volunteers is and always will be time management. This mainly has to do with the fact that volunteers have jobs that are paying their bills so they will likely put forth most of their focus there. The problem with that is, if they miss days or just decide not to come it will affect the Scouts and it brings forth a negative impact of the Boy Scouts of Mohegan Council as a whole. As said by Volunteers 2 and 3, most of their loyalty or devotion will go to the organization that "puts food on the table." This is understandable, however it can impact the Mohegan Council in a negative way because parents are paying for their children to be Scouts, it is common knowledge that they would like that their children be the primary focus for the volunteers and Mohegan Council. If otherwise it is likely that they remove their children from the program, in turn, diminishing the number of total Scouts. In other words, what are the Boy Scouts of America without the "Boy Scouts?"

8. Recommended Internal Marketing Plan

Throughout the course of our study, this IQP team collected and analyzed a significant amount of enriching data to provide the BSA-MC with confident recommendations that we have gathered through the interview process. Our IQP team believes that BSA-MC has lost its focus on organization and connection with its staff collectively. This organization dip lies deeper than just stacks of paper and emails. It has to do with the size of the council and lack of communication within the organization, starting from the top National and working its way down to the volunteers. Speaking with several different employees and attempting to set up interviews was not an easy task, Mohegan council, being a small council in the sense that there are only 7 employees. With Mohegan council being so small, employees adopt more roles or tasks and are trying to juggle too many things with no check and balance. Our team believes that employees having to pick up other additional tasks or jobs that do not fall under their job description, diminishes personnel motivation. The jobs seem to not be getting done because of lack of time and even morale. Not having enough man power to complete all of the tasks can harm an organization and increase the turnover rate because employees and volunteers feel as though they are over-worked and doing someone else's job "we are like a family so we pick up the slack where it's needed, and once it's done then we'll complain about it after" (Employee 1).
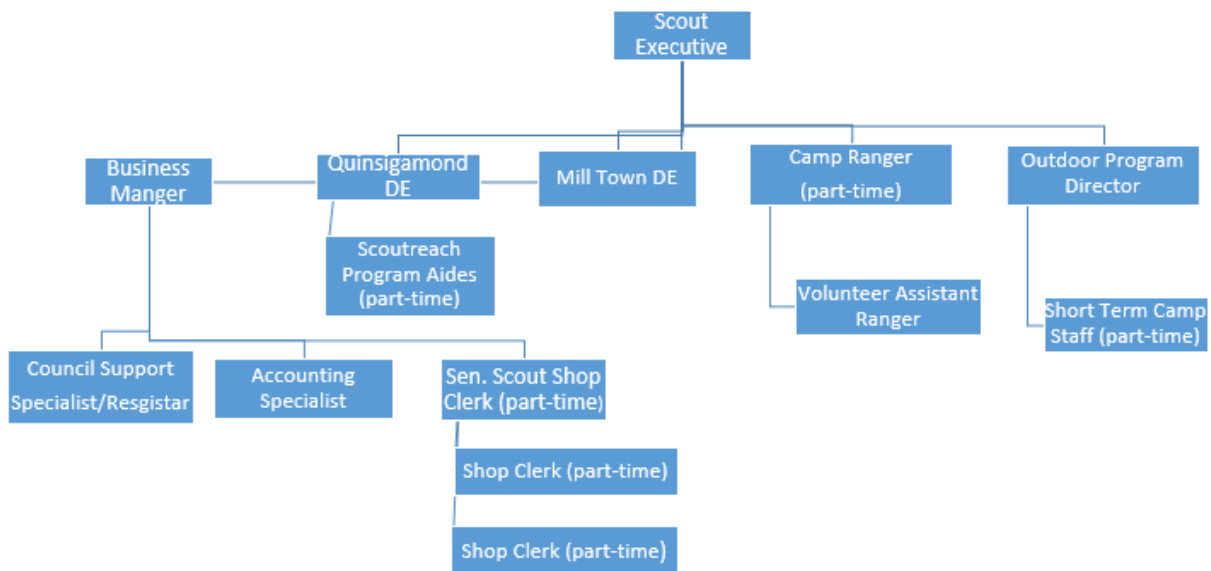
There are only a few full time employees and there is a lot of work involved in running a council, it is easy for workloads to pile up. Mohegan council has expressed that when National Council implements a new rule or change there is not sufficient enough time to inform the volunteers,

parents, and kids; they are upset due to this time lag. During the interview process we found it difficult as an IQP group to get in touch with the employees of the Mohegan council often sending multiple emails for request conversations and only completing 3 out of 7 interviews with employees. As outsiders we felt the sense of disconnect that the volunteers and families experience. Volunteers feel as though the council is trying to enforce rules and gather money from the troop when they just want to use the time they are dedicating to giving the scouts the most fun experience possible. However a volunteer should not question the direction in which the council is pointing them or the rules they implement. Unfortunately in order to implement change, BSA-MC will need to relook at the structure of their organization and communication between all levels of Mohegan council. It is a theme that the volunteer's families, and even our project has experienced - a lack of communication and information. If BSA-MC council wants to succeed as a council they need to establish themselves and make sure all of the volunteers are on the same page and believe in the same goals.

Based on our findings from the interviews with volunteers and employees, we recommend the following ideas to solve the issues at hand.

8.1 Recommendations for Volunteers

8.1.1   Training for Volunteers

❖ Volunteers need to go through more training. The level of disconnect between the volunteers and employees has to do with the beliefs and actions held by the volunteers. The volunteers are the ones who run the troops and interact with the kids the most. If the volunteers are not expressing and practicing the values and goals of the BSA, it has to do with the level of experience, teaching, and respect they have for the organization. Volunteers need to teach the kids the BSA way and not just go based off what they believe is good enough.

❖ The more the volunteers are introduced to the training, the more the volunteers are reminded of the goals, vision, and the plan to grow BSA-MC and the more they will retain. By more training and reminders it brings the council together as a whole because there is no confusion and the line between right and wrong is established.

❖ Mohegan council could have an orientation for all the new volunteers for the upcoming season. In this orientation, there could be interactive games and role playing with different scenario's so the volunteers know how to handle different situations. Mohegan council could also hold a monthly training meeting where the volunteers can be refreshed on tips and new volunteers can learn.

❖ Mohegan council could motivate volunteers to go to training and be volunteers by offering incentives. Such as a couple free days of camp for their kids, offer up some extra badges for their troop, and depending on budget have fun little incentives to benefit the volunteers' troop. So it boosts scout morale as well as volunteer morale.

8.1.2   Be More Selective in Recruiting Volunteers

❖ BSA-MC should look into being selective while recruiting the volunteers that are participating in the organization. Some of the volunteers have a problem with the way BSA-MC or even BSA as an organization runs their program. In any successful organization the employees believe and stand for what the organization has put in front of them. There cannot be staff who set their own rules and regulations and then have a problem when the boss tries to correct what they are doing. The organization needs loyal staff members and the only way to make sure this happens is to interview and talk with the volunteers and make sure they are on the same page and anyone who is left in the organization who is not ready to follow the rules or has a problem with the rules should not be a part of the organization because it only harms the organization. The organization would run better with a handful of volunteers who believe and want to teach the kids the right way than many volunteers who just want to have fun or take care of their scout kids.

❖ Mohegan council can look for alternate options for volunteers such as posting volunteer opportunity on job websites. Mohegan council can look into college kids or institutions looking to have some community service.

8.1.3   Guidelines and Accountability

❖ Mohegan council needs to set guidelines and rules that each troop needs to accomplish. This has to do with volunteers and employees. Deadlines and goals need to be set in order to start holding people accountable. For example, how each troop should be run, what is allowed and what is not allowed?

8.2 Recommendations for Management and Employees

8.2.1 Merge with other Councils

❖ Employee 2 stated, "I would say merge with another council, we need to be bigger in order to be better…" At this point our internal marketing team believes that having additional man power will increase the council's organization. Analyzing the data we retrieved and looking at the success of other non-profit organizations our team believes this will solve many issues. "There are so many pieces that require more education and we need more people to do that" in Employee 2's opinion. We agree, having eight people trying to run a council that has many running parts is very difficult. The Mohegan council has employees who are taking on many more jobs than required and our team feels as though it causes confusion and for the council to be unorganized. Merging with a council allows for different jobs and tasks to be delegated and allow for more efficient work to be done.

❖ Merging with another council will have challenges such as work culture and different missions and goals. However when merging both councils need to be willing to be adaptable and willing to except change. Both the CEOs would need to meet and together establish the culture they are trying to establish in the council.

❖ Merging with another council allows for more troops and more troop means for money and popularity. Having more kids interact with other kids promotes a better name for the boy scouts. More kids would want to join because they hear how many kids are now in their troop. With more kids come more volunteers (their parents) to help the council run more smoothly.

❖ Merging with another council also makes the council well known not only to the community but also to the National Council. National Council will now be more willing to communicate better with the council because now the council represents a larger group of people which puts a sense of accountability for National because they cannot let all these people down or seem unorganized.

8.2.2 Improve communication and coordination

❖ Our Internal Marketing team believes that when National Council has meetings there needs to be a member of each council present. This allows for any changes that National wants to implement to be passed down to the other councils as soon as possible. . This way the council can organize themselves and relay the information to the families of BSA-MC and there are no surprises. This is just one suggestion our internal marketing team has come up with as a simple solution to try and increase communication and organization in the council.

8.2.3 Have Volunteers attend Employee Meetings

❖ Having volunteers attend the meetings that the employees have only shortens the information gap and any questions or doubts that may be floating around the council get resolved simultaneously. Mohegan council could offer incentives to the volunteers to make them want to come to the meetings. Our internal marketing team realizes the time constraints of volunteers and so we proposed some simple cost effective solutions to help draw attendance at meetings. Mohegan council could do simple things such as offering food at the meetings. Offering rewards for the scouts, extra badges, extra camping trips for the troops. Mohegan council could also offer things such as superlatives e.g. best volunteers' attendance award, most energetic volunteer, most competitive volunteer title. This helps recognize the hard work and dedication the volunteers put in and this will help increase attendance also.

8.2.4 Technology for Communication and Organization

❖ If BSA-MC standardized the way they communicate and coordinate, it would make meetings run more smoothly. There would be no communication gap in which one party is waiting for another. Having everything automated allows for less paper work and a more scheduled outline.

❖ Our internal marketing team believes that Remind is the most effective tool that Mohegan council should look into. Remind is a great tool that will allow Mohegan council to coordinate with volunteers and scouts easily. It allows Mohegan council to communicate and engage without exchanging any phone numbers. The message or reminder notification is able to be sent to any phone, laptop, or tablet. It allows Mohegan council to reach out outside of scouting hours. Remind allows for reminders and communication easily. Any questions that a volunteer or scout may have can be answered quickly. Any last minute changes can be communicated. It helps make scouting and communication more interactive and important.

BSA-MC should also look into:

- Remind- For more information, visit: https://www.remind.com/
- SKYPE- Can help solve face to face communication issues
- Slack- Project based team communication
- Group me- Cellular group messaging application
- Google hangouts- Can help with face to face communication through multiple devices

8.2.5 Be More Demanding

❖ Other councils demand more from their employees, volunteers, and scouts. There is too much competition with other organizations such as football and basketball that demand attendance and express how quitting is not acceptable. Employee 2 stated " If a scout has his sport practice whatever that sport may be, if there is practice Monday, Tuesday, Wednesday, Thursday, Friday, and have a game on Saturday they are expected to be at every single thing. But if there is a scouting meeting on a

Tuesday and a camping trip on Saturday a scout may miss the meeting because they have practice or it's someone's birthday party".

❖ Let them know that scouting is a commitment and you signing up for it means you need to attend all meetings and outings. BSA-MC doesn't require much so if this is what you want to do you need to give it 100 percent and the same goes for the volunteers. Hold troops accountable. We as a team believe that Mohegan council needs to hold their troops accountable and make it a new tradition to have a speech with the troops before they join and talk to them about quitting and commitment and what they expect from each Boy Scout. Other organizations such as the girl scouts require their girl scout to sell X number of cookies with some kind of repercussion if not completed. Even though it "is not really how we do things" (Employee 3) talking about how boy scouts takes the short end of the stick when troops have other commitments. In order for boy scouts to grow again they need to not have such a high turnover rate and make boy scouts important to these kids and not something that is just optional.

8.2.6   Hiring a Younger Generation

❖ It is hard to connect with a younger generation when the age difference between employees, volunteers, and scouts is big. The differences in interest, connection, dialog, and thought processes influence the motivation to be involved and engaged with the organization. In many other organizations that is a common problem. One of our group members was currently hired as an intern to help solve a similar issue because the company had merged with multiple companies and in order to grow, the company now desired new and innovative ideas for the new vision they wish to create. With the organization being around for so long with many employees who have worked in the company their whole life it was hard to convince them to change. However the good balance of new and old helped the transition of the merger work efficiently. There will be struggle with people who do not want to change. Sometimes companies have to get rid of anyone who is not willing to be opened minded and work with the company. Mohegan council needs members to be a part of it and have Mohegan Council's best interest in mind.

8.2.7   Rewards and Recognition for Volunteers

❖ Rewards and recognition are vital for a person's confidence and moral. Successful organizations, such as youth sports, reward the best team at the end of their respective sport season. This motivates the players to want to work hard and accomplish the teams' season goal of winning a championship. The same concept applies to the volunteers. Volunteers are giving up their valuable time and without recognition or reward the volunteer simply must rely on self-motivation. Self-motivation can be effected easily depending on the kind of day the person is having. This in turn can affect their work. However, having rewards and recognition gives the volunteer more purpose and motivation to apply themselves 100%.

Mohegan council could offer:

- Best Volunteer Attendance Award

- Best Troop Leader of the Week

- Most Eagle Scout Graduate Award

- Largest Troop Leader Award

- End of Year Parties Award

- Pictures and certificates recognizing the volunteer's hard work and then posting them on social media

- Ice cream socials for the troops if the volunteer reaches a goal set by the council

The incentives listed above are great ways to get the volunteers more interactive. These solutions are easy cheap fun ways to draw the attention on the volunteers and boost their morale. The volunteers are dedicating their time because they want to help the organization. There is no need of big incentives because they are there for the kids. However recognizing the volunteers' accomplishments making them realize their hard work and time is not getting over looked is a great way to motivate a person.

8.2.8   More Manpower

❖ Mohegan council could also look to hire more employees to fill in the spots that need more help. Hiring more employees requires some additional capital. BSA-MC can look to raise money for additional positions. Raising money is not going to be an easy task. However, BSA-MC can should look into fundraisers, such as a car wash, field day (kids show off skills in competition), and reach out to companies to request donations.

❖ Mohegan council also could look to hire unpaid interns to help pick up the slack.

❖ Our team also believes that Mohegan council should look into partnering with other organizations such as Big Brother Big Sister, afterschool programs, and the YMCA. Doing so could bring in more troops and personnel to possibly volunteer. The staff could now have an extra activity to do with the kids. Cross training the employees that are already employed by another organizations is another way to gain members and volunteers.

❖ A great way to gain volunteer help is by seeking out college students in the surrounding area. A number of these students are granted federal work study and are required to perform 15 hours of community service in order to qualify for federal work study the following year. This would be a perfect opportunity to acquire a younger wave of volunteers each year. In economic terms this is simple supply and demand. The students who qualify for federal work study have a high demand for community service hours. Mohegan Council has a surplus supply of community service hours to give away.

9. Conclusion and Future Direction

9.1 Conclusion

Our IQP team acquired a well-researched and distinct inquiry of the BSA-MC and their current situation. For this reason we feel as though our method of research, interviews, were conducted efficiently and professionally. We believe we were able to acquire enough information to offer well thought recommendations to BSA-MC. After going over all of our research and our methods we realized there were some subtle changes we could have made to our interviews to benefit us a little more.

Upon revisiting our research method we arrived at the conclusion that there is strength in numbers. We interviewed a total of 6 people, 3 employees and 3 volunteers, because the interviews were strictly voluntary and most chose not to take part in them. The reason we say there is strength in numbers is because with more people to interview there will be more opportunities to acquire new and important information from the interview transcriptions. This, in turn, could have helped come up with more findings and/or recommendations.

In addition if we were to redo the project, we could have looked into anonymous surveys for volunteers and employees. Interviews provide exploratory results from a selected group of people. A survey allows for a more generalized collection that reaches a larger population. Having a survey would have allowed us to have a good variety of data that could bring to light more interesting findings.

9.2 Future Direction: Worcester Polytechnic Institute IQP

The areas BSA-MC could improve the most are communication and the acquisition volunteers. In order for the BSA-MC to establish themselves as a good organization they must be able to communicate very well, and steadily acquire new volunteers. Therefore, Our IQP team has developed two matchless recommendations. By teaming up with Worcester Polytechnic Institute (WPI), BSA-MC will be able to acquire an IQP team to create a project. Our IQP team recommends, "Creating a Partnership with Colleges of Worcester."

9.2.1 Creating a Partnership with Colleges of Worcester

Through this IQP, we believe BSA-MC can improve their communicational, organizational and technological prowess. Therefore, a future WPI IQP should help BSA-MC look into collaborating with the colleges of Worcester to acquire more skilled volunteers. Worcester has a population of more than 35,000 students and many of them are granted Federal Work Study. Federal Work Study allows students to work on campus for bi-weekly checks, the only requirement is that the student must complete a minimum of 15 hours of community service. Our team believes this is a great opportunity for the BSA-MC to acquire a significant amount of additional volunteers. The age of these collegiate volunteers is about 18-22 years old, which is a significant difference to the average age of BSA-MC volunteers at 35 years old. This collaboration also benefits the BSA-MC because it minimizes the generation gap. By having so many students become a part of BSA-MC it can also help achieve one of their goals of getting the BSA-MC story out into the public view. In addition, having collegiate volunteers most likely means that they are more familiar with good organization, communication and use of communication technologies.

Partnering with WPI and other colleges of Worcester would allow BSA-MC to take advantage of the following:

- ❖ **Knowledge of Technology**
  - Excel, Microsoft Words, etc. **– To help organize budget**
  - Scheduler App, Reminder App **– To help organize events/meetings**
  - Social media **– To help get the word out about BSA-MC**
    - o Facebook
    - o Instagram
    - o Twitter
    - o Snapchat

- ❖ **Educated**
  - Have at least graduated high school **– Shows perseverance**
  - In the process of acquiring a Bachelor's Degree or better **– Shows intelligence**

- Majors and Minors of all sorts **- Shows diversity of knowledge and strengths**

❖ **Diversity**

- Students come from all over the U.S. and the world **- Shows different cultures**
- Different Cultures = Different Ideas **– Shows open mindedness**

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Appendices

APPENDIX A

<div align="center">Recruitment Email</div>

Hello,

We, Marcus Middleton and Luis Garcia, are students at WPI. Part of our requirements to graduate is to complete a project where we help an organization solve any issues they present to us. We have been assigned to recommend an internal marketing plan for BSA-Mohegan Council. We intend to learn from BSA-Mohegan Council's employees, volunteers, and management, their experiences and opinions of the work culture and environment at their workplace. Therefore, we request an appointment to meet with you for an interview. This interview will be about 30-45 minutes long. Your responses will allow us to provide recommendations to improve BSA-Mohegan Council's internal marketing.

The interview is 100% **voluntary**. At any point during the interview you can **refuse to answer** any question. Also at any point you can **quit the interview**. All information gathered from the interview will be **confidential** and will be presented as **anonymous**. All of the information gathered will only be presented to group members working on this project. At the end of the project, anonymous and **aggregated findings** will be presented to WPI and the management of BSA-Mohegan Council.
Please email us and let us know if you would be interested in helping us and BSA-Mohegan Council by sharing your views, opinions, and experiences about your workplace. We can then schedule a time for the interview

Best,

Marcus Middleton and Luis Garcia

APPENDIX B

Informed Consent Agreement for Participation in a Research Study

Title of Research Study: Internal Marketing of the BSA
Sponsor: Boy Scouts of America – Mohegan Council
Interviewers: Marcus Middleton and Luis Garcia
Email: Marcus- mrmiddleton@wpi.edu   **Luis-** lagarcia@wpi.edu
Phone: Marcus – 508-649-2055   Luis- 413-237-5650

You are being asked to participate in a research study. This study is completely 100% voluntary. At any point during the interview you can refuse to answer any question. Also at any point you can quit the interview. Before you agree, however, you must be fully informed about the purpose of the study, the procedures to be followed, and any benefits, risks or discomfort that you may experience as a result of your participation. This form presents information about the study so that you may make a fully informed decision regarding your participation.

Purpose of the study: The purpose of our research is to gather data from multiple interviews. The questions our group has designed will help develop a better understanding of any issue at hand. From there our group can present recommendations that have the best chance to improve the internal marketing of BSA.

Procedures to be followed: Our research will consist of an interview lasting for about 30-45 minutes. During the interview one group member will be asking the questions and the other will be voice recording and taking notes.

Risks to study participants: During the interview there is risk of some discomfort with the recording and note taking throughout the interview. Also the interviewee could experience discomfort with some questions.

Benefits to research participants and others: The benefit of our research is that it allows our group to voice out concerns of employees/volunteers (on their behalf) to the management. What we present is based off of the responses of the interviewee's. Whatever problems employees or volunteers face and the recommendations they offer in order to improve their workplace will be analyzed and presented to the management. Hearing problems from a valid force coming outside of the company allows for a better chance of terminating these problems.

Record keeping and confidentiality: All information gathered from the interview will be confidential and will be presented as anonymous. All of the information gathered will only be presented to group members working on this project. At the end of the project findings (anonymous and aggregated) will be presented to WPI and the management of BSA. Information in the form of recurring themes or that is repeatedly reported by participants in the interviews will be reported anonymously and in aggregation. "Records of your participation in this study will be held confidential so far as permitted by law. However, the study investigators, the sponsor or it's designee and, under certain circumstances, the Worcester Polytechnic Institute Institutional Review

Board (WPI IRB) will be able to inspect and have access to confidential data that identify you by name. Any publication or presentation of the data will not identify you."

Compensation or treatment in the event of injury: Our research does not present any chance of injury. "You do not give up any of your legal rights by signing this statement."

For more information about this research or about the rights of research participants, or in case of research-related injury, contact: Refer to the top of the page for contact information. Contact information for the IRB Chair (Professor Kent Rissmiller, Tel. 508-831-5019, Email: kjr@wpi.edu) and the University Compliance Officer (Jon Bartelson, Tel. 508-831-5725, Email: jonb@wpi.edu).

Your participation in this research is voluntary. Your refusal to participate will not result in any penalty to you or any loss of benefits to which you may otherwise be entitled. You may decide to stop participating in the research at any time without penalty or loss of other benefits. The project investigators retain the right to cancel or postpone the experimental procedures at any time they see fit.

By signing below, you acknowledge that you have been informed about and consent to be a participant in the study described above. Make sure that your questions are answered to your satisfaction before signing. You are entitled to retain a copy of this consent agreement.

_____   Date: _____
Study Participant Signature

_____
Study Participant Name (Please print)

_____   Date: _____
Signature of Person who explained this study

APPENDIX C

Interview Protocol:

1. Start recording using the audio recorder.

2. Read out the following statement:

*Hello Mr./Ms. _____! We are Marcus Middleton and Luis Garcia, MGE students at WPI. We are currently working on our Interactive Qualifying Project at WPI. This interview is a part of that project. The questions we are about to ask you revolve around your involvement with Boy Scouts of America and your association with other such organizations. We assure you that the interview is 100% **voluntary**. At any point during the interview you can **refuse to answer** any question. Also at any point you can **quit the interview**. All information gathered from the interview will be **confidential** and will be presented as **anonymous**. All of the information gathered will only be presented to group members working on this project. At the end of the project, anonymous and **aggregated findings** will be presented to WPI and the management of BSA-Mohegan Council. Now before we start, do I have the permission to record this conversation for future reference? .... Thank you.*

3. If the participant declines consent to record the interview, audio recording will be stopped and notes will be taken by the interviewer while asking the following questions.

4. If the participant agrees for audio recording, the following questions will be asked.

Interview with Employees

1. Tell me something about yourself.

    a. Name, Age, Education, School, Family, Work?

    b. Extra-curricular activities (apart from working for BSA)

2. Tell me the story of how you learned about BSA and how you decided to join it.

3. What do you do in BSA-MC?

    a. Tenure (since when are you working in BSA-MC?)

    b. Job Profile and Designation

    c. Reporting structure

    d. Function

    e. Duties and Responsibilities

    f. Colleagues / Team members

g. Cross-functional interactions, if any

4. How would you describe BSA in one word?

5. What is the mission of BSA-MC?

6. What are the goals of BSA-MC for 2016?

7. What according to you are the strengths of BSA-MC?

8. If you could improve some things in BSA-MC, what would they be?

9. How do you feel about being an employee of BSA?

10. What is the best part about being an employee of BSA?

11. What are the aspects you would like to change about being an employee of BSA?

12. What is your most favorite memory in working with BSA?

13. What is your worst memory about working for BSA?

14. What according to you are the best BSA programs and/or activities?

15. What according to you are programs or activities that are currently missing and should be added in scouting?

a. Have you presented these ideas to the management?

i. Yes. What happened then? Did they get implemented?

ii. No. Why not?

16. How involved are you in the decision making process in this organization?

a. Very much... Please tell me more about it.

b. Not at all... Why not?

c. Sometimes... Please tell me about times when you were involved and when you were not involved.

17. What are the work-related challenges you have faced or are facing in BSA-MC?

a. Money (Salary)

b. Time (Overtime working)

c. Effort (Too much work load, lack of manpower)

d. Communication gaps

e. No say in decision making

f. Bureaucracy

g. Red Tape

h. Favoritism

i. Infrastructure issues

        j.   Budgetary Constraints

18. Tell me something about the relationship amongst employees of BSA-MC.

        a.   Coordination issues

        b.   Communication gaps

        c.   Conflicts, if any

        d.   Are all the staff members friendly?

        e.   What kind of things do the staff do together outside of work?

19. Tell me something about the relationship between the employees and management team of BSA-MC.

        a.   Open Door policy

        b.   Involvement in Decision making

        c.   Respect

        d.   Communication gaps

        e.   Coordination issues

        f.   No recognition or reward

        g.   Political issues

        h.   Other

20. According to you, how is the working relationship between employees and volunteers of BSA-MC?

        a.   Conflicts

        b.   Communication gaps

        c.   Coordination issues

        d.   Team work

        e.   Scheduling issues

        f.   Decision making

        g.   Other

21. Would you recommend scouting to your friends? Why? (Ask Why for Yes or No)

22. Would you recommend your friends to enroll their sons in BSA-MC? Why? (Ask Why for Yes or No)

23. Would you recommend your friends to join BSA-MC as volunteers? Why? (Ask Why for Yes or No)

24. Do you tell your friends that you work for BSA-MC? Why? (Ask Why for Yes or No)

25. Are you proud about being associated with BSA-MC? Why? (Ask Why for Yes or No)

26. Have any of your colleagues left BSA-MC? Why? (Ask why for Yes as well as No)

27. What is your opinion about the leadership of BSA-MC?

    a. Strengths

    b. Weaknesses

    c. Other

28. Do you see yourself working for BSA 5 years down the line?

    a. No. What would make you leave? (Why?)

    b. Yes. What would make you stay? (Why?)

29. If you were the CEO of BSA-MC, what would you do for the future progress and growth of the organization?

Interview with Volunteers

1. Tell me something about yourself.

    a. Name, Age, Education, School, Family, Work?

    b. Extra-curricular activities (apart from working for BSA)

2. Tell me the story of how you learned about BSA and how you decided to join it.

3. As a volunteer what do you do in BSA-MC?

4. How would you describe BSA in one word?

5. What is the mission of BSA-MC?

6. What are the goals of BSA-MC for 2016?

7. What according to you are the strengths of BSA-MC?

8. If you could improve some things in BSA-MC, what would they be?

9. How do you feel about being a volunteer of BSA?

10. What is the best part about being volunteer of BSA?

11. What are the aspects you would like to change about being volunteer of BSA?

12. What is your most favorite memory in working with BSA?

13. What is your worst memory about working for BSA?

14. What according to you are the best BSA programs and/or activities?

15. What according to you are programs or activities that are currently missing and should be added in scouting?

a. Have you presented these ideas to the management?

          i.   Yes. What happened then? Did they get implemented?

          ii.   No. Why not?

16. How involved are you in the decision making process in this organization?

    a.   Very much... Please tell me more about it.

    b.   Not at all... Why not?

    c.   Sometimes... Please tell me about times when you were involved and when you were not involved.

17. What are the work-related challenges you have faced or are facing in BSA-MC?

    a.   Time (Overtime working)

    b.   Effort (Too much work load, lack of manpower)

    c.   Communication gaps

    d.   No say in decision making

    e.   Infrastructure issues

    f.   Budgetary Constraints

19. Tell me something about the relationship between the employees and management team of BSA-MC.

    a.   Open Door policy

    b.   Involvement in Decision making

    c.   Respect

    d.   Communication gaps

    e.   Coordination issues

    f.   No recognition or reward

    g.   Political issues

    h.   Other

20. According to you, how is the working relationship between employees and volunteers of BSA-MC?

    a.   Conflicts

    b.   Communication gaps

    c.   Coordination issues

    d.   Team work

    e.   Scheduling issues

    f.   Decision making

g.   Other

21. Would you recommend scouting to your friends? Why? (Ask Why for Yes or No)

22. Would you recommend your friends to enroll their sons in BSA-MC? Why? (Ask Why for Yes or No)

23. Would you recommend your friends to join BSA-MC as volunteers? Why? (Ask Why for Yes or No)

24. Do you tell your friends that you volunteer for BSA-MC? Why? (Ask Why for Yes or No)

25. Are you proud about being associated with BSA-MC? Why? (Ask Why for Yes or No)

26. Have any of your volunteer friends left BSA-MC? Why? (Ask why for Yes as well as No)

27. What is your opinion about the leadership of BSA-MC?

Strengths

Weaknesses

Other

28. Do you see yourself volunteering for BSA 5 years down the line?

- No. What would make you leave? (Why?)

-Yes. What would make you stay? (Why?)

29. If you were the CEO of BSA-MC, what would you do for the future progress and growth of the organization?

1