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Marketing Segmentation Strategies for the Nonprofit Sector

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This is to certify that the doctoral study by

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has been found to be complete and satisfactory in all respects,
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2022

Abstract

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by

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MEM, Christian Brothers University, 2003

BS, Rust College, 2000

Consulting Capstone Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

Many nonprofit leaders lack innovative marketing strategies to secure funding from their target audience. Nonprofit leaders who do not continue to expand on their marketing strategies may fail to secure multiple funding streams, leading to an inability to attain their mission. Grounded in the segmentation, targeting, and positioning theory, this qualitative single case study was conducted to explore the traditional and social media marketing strategies used by nonprofit leaders to secure funding from their target audience. The participants were two senior leaders from a nonprofit organization in the U.S. Midwest region. Data were gathered using semistructured interviews, financial data, organizational documents, and the organization's website. Key themes were revealed using Yin's 5-step thematic analysis process and Baldrige Performance Excellence Program criteria. The key themes were (a) effective fundraising strategies for grants and donations, (b) ineffective social media segmentation marketing strategies, (c) partially effective knowledge management, and (d) well established local branding and integration into the community. A key recommendation is for nonprofit leaders to continuously gather and analyze marketing segmentation data to provide the most advantageous position for organizational success. The implications for positive social change include the potential for nonprofit leaders to improve market effectiveness and sustainability, leading to increased services that affect the community's overall well-being.

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Dedication

I dedicate this doctoral study to my mother, Laverne Gatewood, who loved me unconditionally through all my endeavors. Thank you for always encouraging me, supporting me, pushing me, and accepting me. Your love and support have always been the safe place where I could lie my head and rest. To my cousins/sisters Gwendolyn Mitchell and Natasha Gatewood, for always being there for me no matter the hour of the day. Our connection is by blood and love. We have always walked together and been there for each other. Thank you for never changing and always telling me the truth. To my best friend Nicole Whitlock and my sister LaTonya Bobo who have always been my cheerleaders. Thank you for always believing in me, even when at times I did not believe in myself. To my husband, Khari Alimayu, for holding me, comforting me, and carrying the load so I can accomplish my goal. You were my friend for 20 years and on August 20, 2020, you became my partner for life. My village, I love you all, I could not have completed this journey without each of you. Be well my loves, Namaste.

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Section 1: Foundation of the Study

Background of the Problem

Marketing has been used for decades as a tool to entice consumers to purchase products or services. Marketing has evolved from the rudimentary principles of what to market and how to market it, to an in-depth understanding of the marketplace and the consumer (Viswanathan & Sreekumar, 2021). Traditional marketing focused on the product sold and how to expose that product to the consumer, generally in the format of print, direct mail, outdoor, and broadcast. Moreover, traditional marketing was conducted as a one-way communication; on the other hand, digital marketing creates the opportunity for two-way communications (Bashir et al., 2020). Marketing leaders in Dubai–a city known for its attractive, varied, and innovative marketing strategies–noted at their Expo 2020 that marketing should incorporate several digital marketing plans tailored to the attributes of the different segmented audiences (Haneef & Ansari, 2019). Because traditional marketing campaigns require large marketing budgets, small nonprofit organizations have struggled to formulate and sustain comprehensive marketing strategies that generate revenue and brand awareness using traditional strategies.

Some small nonprofit organizations, such as ABC Organization (a pseudonym for the organization assessed in this study), have opted to use their marketing dollars to create marketing campaigns geared toward a specific target audience to increase revenue and brand awareness. Marketing strategies vary based on the type and goal of the organization. For example, nonprofit organizations marketing strategies often focus on servicing the community (Paxton et al., 2020). In contrast, for-profit organizations focus

on enticing consumers to make a purchase (Varadarajan, 2020). Deciding which marketing strategy can boil down to trial and error for many small nonprofit organizations. Dumitriu et al. (2019) found that organizations are increasingly exploring different sustainability techniques to maximize their marketing budgets more efficiently and may use techniques such as market segmentation to increase brand awareness and fundraising revenue. The data collected from this study might provide information about marketing segmentation strategies for organizations in the nonprofit sector more generally, which may help other nonprofit organizations increase brand awareness and secure additional funding to sustain and expand their services.

Problem Statement

Organizations that do not have a traditional and social media presence minimize their marketing dollars into one bucket, experience a decrease in purchase intent, limit their population reach, and lower their ability to transcend economic boundaries (Almohaimmeed, 2019; Beditz, 2018; Sheth, 2020). Marketing campaigns that include multiple mediums such as traditional, digital, internet, and email increase response by 45% (Cross, 2019). The general problem is that some nonprofit leaders lack the marketing strategies that can assist them in acquiring support and funding. The specific business problem is that some nonprofit leaders lack the traditional and social media marketing segmentation strategies to obtain funding from their target audience and remain sustainable.

Purpose Statement

The purpose of this qualitative single case study was to explore the traditional and social media marketing segmentation strategies used by nonprofit leaders to obtain funding from their target audience and remain sustainable. Executive leaders from a single nonprofit organization in the U.S. Midwest region who have successfully implemented traditional and social media marketing segmentation strategies to obtain funding from the lesbian, gay, bisexual, transgender, queer or questioning, intersex, and asexual or allied community were the target population for this study. The results of this study may contribute to positive social change by providing nonprofit leaders with marketing segmentation strategies to withstand fluctuation in the economy by having continuous and multiple avenues of funding. Increased funding could result in maintaining and increasing services offered in the community.

Nature of the Study

For this study, three research methods, qualitative, quantitative, and mixed, were explored. Qualitative methodology was determined to be the most appropriate to answer the research question for this study. Qualitative researchers seek an understanding of human behavior and experience by gathering personal information over time (House, 2018). Quantitative research is the explanation of human behavior supported by numerical data that supports or disproves hypotheses about variables' characteristics or relationships. (House, 2018). Mixed method research combines qualitative and quantitative methods and provides the opportunity to view a complex phenomenon from multiple perspectives (Yin, 2018). This study did not consist of gathering numerical data

for examining variables' characteristics or relationships through testing hypotheses; therefore, quantitative research was not appropriate for this study. Moreover, this study did not include a philosophical and theoretical position, nor include quantitative data analysis; therefore, mixed method was not appropriate for this study. For this study, in-depth and personal interviews with nonprofit leaders and reviews of organization documentation to understand participants' experiences were used, rather than numerical statistics to explore a phenomenon.

The qualitative designs considered for this study were ethnography, phenomenology, single case study, and multiple case study. Ethnographic researchers focus on the study of a culture or social group (Lusia, 2019). Ethnographic design was not appropriate for this study, as I did not anticipate any systematic cultural indicators that could be used by nonprofit leaders to obtain funding from their target audience and remain sustainable. Phenomenology is a design in which researchers focus on the personal perceptions of lived experiences of the participants (Alase, 2017). The target population's perceptions and personal meanings made of their lived experience were not the focus of this study; therefore, phenomenological design was not appropriate for this doctoral study. A single case study researcher captures the continued interactions with executive leaders and the target audience for allowing an in-depth exploration of an issue (Andersen et al., 2018). Relying on Yin (2018), I determined that using a single case study research design enabled me to explore the traditional and social media marketing segmentation strategies used by nonprofit leaders of a specific organization to obtain funding from their target audience and remain sustainable. Multiple case study

researchers seek to understand and identify patterns, differences, and similarities across multiple cases (Yin, 2018). Multiple case study researchers are not able to adapt quickly to data collection challenges or changes that are not consistent across multiple cases (Yin, 2018). Therefore, a single case study was most appropriate for this doctoral study, as the focus was on one case in which I could more easily address the need for collecting different types of data and more quickly develop the case findings.

Research Question

What traditional and social media marketing segmentation strategies do nonprofit leaders use to obtain funding from their target audience to remain sustainable?

Interview Questions

1. What social media marketing segmentation strategies does the organization use to acquire support from its specific target audience?

2. What traditional marketing segmentation strategies does the organization use?

3. What data does the organization use to determine which marketing segmentation strategy to use for the organization's marketing?

4. How does the organization align its marketing segmentation strategy with its target population?

5. What tools does the organization use to evaluate the effectiveness of the marketing segmentation strategies used by the organization?

6. How does the organization assess the effectiveness of the marketing segmentation strategies used to acquire funding from the different target groups?

7. What marketing segmentation strategies does the organization use to maintain its organization's connection with the specific target groups?

8. What additional information do you want to share about your organization's traditional and social media marketing segmentation strategies that we have not discussed?

Conceptual Framework

The conceptual framework for this study was segmentation, targeting, and positioning (STP) model theory. W.R. Smith (1956) asserted that creating marketing promotions or campaigns should be differentiated by the product. W.R. Smith (1956) asserted that creating marketing promotions or campaigns should be segmented by differentiation in the product. Smith noted product differentiation results in variation of a product that steers consumer demand for the product by customizing the product to meet the specific needs of the consumer. This process of differentiation of the product can be advantageous to the seller. Smith concluded that for businesses to flourish, leaders must be versed in how to effectively market and do a cost analysis. Moreover, for successful marketing, the execution of product differentiation and market segmentation are necessary depending on the various marketing campaigns (Smith, 1956). Kotler (1994) expanded on the STP model theory. Kotler recommended segmentation by stratifying consumers into similar points of view through a series of steps: identify stratified groups, choose the targeted group, and create a marketing position or strategy that will appeal to the targeted, segmented group. These components are the basis for implementing the STP model theory.

The STP model theory was applicable for this study as it allowed for a thorough analysis of traditional and social media marketing segmentation strategies used by some nonprofit leaders to obtain funding from their target audience. Segmentation, targeting, and positioning marketing targets the needs of a specific segment by positioning to meet the needs (Tian et al., 2018). The STP model theory affords for the formulations of strategies to identify consumers' giving preferences, volunteer interest, patterns on social media, and overall commonalities (Wu & Li, 2018). Therefore, one can conclude the STP model theory was germane for this study because possession of data gathered using the STP model theory allows nonprofit organizations leaders to improve their marketing budgeting process and identify which segment(s) to target to procure the most substantial return on their investment.

Operational Definitions

DBA: Doctor of Business Administration (Walden University, 2019).

Guerrilla marketing: A marketing strategy that monitors the reaction to traditional and online marketing to create new, unusual, inexpensive, and aggressive marketing activities (Dašić et al., 2020).

LGBTQ+: Acronym for lesbian, gay, bisexual, transgender, queer, and other sexual identities including pansexual and two-spirit (Mitton et al., 2021).

Sustainability: Economically, it is profit-making activities that contribute to an organization's plan for continuous financial security and relates to the three P's, profit, planet, and people (Gosalia, 2021).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are elements that span the inception of the research to completion and is accepted to be reasonable (Theofanidis & Fountouki, 2018). For the extent of this study, I purported three assumptions. The first assumption was that the participants of this study were well versed in their respective job area within the organization and would be able to answer open-ended questions. My second assumption was that the participants would not intentionally provide biased information in an unfair way to me regardless of their personal beliefs, life events, backgrounds, or role within the organization. Last, the third assumption was that the participants would comply with the organization's code of conduct and manifest business and moral ethics, which will guide them to answer my interview questions with honesty.

Limitations

Limitations, as they relate to research, are components associated with the design, model, and other factors that are out of the control of the researcher and may affect the research adversely (Theofanidis & Fountouki, 2018). Limitations for this study involved scope, findings, and program requirements. The scope and findings of this study were limited to the data provided by one single nonprofit organization in the U.S. Midwest region. More specific, the marketing scope of this study was unique in that it was limited to lesbian, gay, bisexual, transgender, queer, and other sexual identities including pansexual and two-spirit (LGBTQ+). Additionally, this study was limited by the requirements of Walden University's Consulting Capstone program in accordance with

Walden University's Institutional Review Board (IRB) that defined the interview structure, data collection instrument, and criteria for participant selection.

Delimitations

Delimitations are boundaries set by the researcher to aid in achieving the study's objective (Theofanidis & Fountouki, 2018). In this study, delimitations included senior leaders that were only from the art nonprofit sectors geographically located within the U.S. Midwest regions. Each senior leader was knowledgeable about marketing strategies, and actively participated in setting future goals to address financial sustainability. In accordance with Walden University's Consulting Capstone requirement, the participants selected for this study only included senior leaders from my assigned organization. The scope of the research study was limited to the Baldrige Excellence Framework performance criteria. Specifically, the organization's processes were measured and analyzed by Baldrige Excellence Framework performance criteria on leadership, strategy, operations, workforce, consumers, and results.

Significance of the Study

Contribution to Business Practice

The results of this study may positively contribute to business practice by identifying successful marketing strategies nonprofit leaders used for segmentation marketing, acquiring useful knowledge on their target audience, and overall knowledge on the marketplace in which their organization competes. Effective segmentation marketing could increase support, trust, and funding from the organization's specific target audience. Trust in an organization could result in loyalty, a positive reputation,

building of a brand, and increasing organization performance. Moreover, increased funds and donations to the organization could result in an increase of support and services and an increase in the desire to support and invest in the organization long term.

Implications for Social Change

The potential implications for positive social change as a result of this study could lead to an increase in services and improve the overall well-being of the community. Acquiring information on a targeted audience could identify how to meet the needs of the identified population. Moreover, possessing the strategies of how to market and acquire knowledge on a specific audience has the potential to increase donations and further the finances to provide more jobs within the organization that, together with increased and improved services, would aid in improving community welfare.

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A Review of the Professional and Academic Literature

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Articles reviewed during the literature review process can provide a platform or lens for synthesizing, identifying limitations, and provide direction for future research (Paul & Criado, 2020). By examining the latest scholarship, a researcher can understand the current pulse of a specific topic based on published literature (McGrath & Fischetti, 2019). Researchers who incorporate literature reviews in their research have an assumption of trust that the literature and other available media shared is credible (Zuiderwijk et al., 2020). Therefore, researchers should complete a thorough evaluation of relevant literatures to demonstrate their understanding, increase their knowledge, and add to the shared literature.

The purpose of this literature review was to provide additional literature and supporting evidence to address the traditional and social media marketing segmentation strategies used by nonprofit leaders to obtain funding from their target audience to remain sustainable. To gather evidence to support this literature review, data were gathered from Google Scholar, ProQuest, EBSCOhost, SAGE Journals, Emerald Management, Research Gate, ScienceDirect, GuideStar, and Business Source Complete. Completing a systematic meta-analytical review and synthesizing relevant literatures provides validity and reliability to the research (Iftikhar et al., 2021). Furthermore, a systematic literature review includes collecting data, data analysis, coding, selecting relevant literature, and producing findings (Baykal et al., 2021). For this study, access to the databases was gained via Walden University's Library and consisted of primarily peer-reviewed journal articles within the years 2018-2022. The conceptual framework for this study was STP model theory. The keywords and phrases mostly used were *marketing, online and social media marketing, nonprofit organization marketing, marketing strategies, segmentation, positioning marketing, traditional marketing, communication, brand loyalty, branding, influencers, and segmentation, targeting,* and *positioning (STP) model theory.* Article searches with inclusion criteria keywords in addition with journal selection provided a wider content of relevant literatures (Paul & Criado, 2020). Using the methods noted above, and as the primary data collection instrument, a synthesized review of relevant literatures and data collected from the client was completed to produce high quality evidence to add to and strengthen the literature foundation on marketing strategies.

The first section of this literature review outlines the different theories considered–Maslow's hierarchy of needs, general systems theory (GST), stakeholder theory, and STP model theory–the disadvantages and advantages of each are posed, and I discuss which was most appropriate for this study. The next section outlines in detail evidence on STP model theory as the best conceptual framework theory to analyze the study's research question. The STP model theory is a specialized marketing strategies that main function is to provide the most effect return on investment for a specific market space and is a commonly used strategies by marketers (Dally et al., 2021; McDougal et al., 2021). For the latter section of this literature review, an examination of different marketing strategies from traditional online marketing to brand loyalty and influencers was reviewed and synthesized to provide a holistic conclusion in the finding section of this study.

In alignment with Walden University Doctor of Business Administration Consulting Capstone requirements, 85% of the references in the literature review section were peer-reviewed (Walden University, 2019). An Excel spreadsheet was maintained to track type of literature, year published, peer-reviewed status, and inclusion in the literature review section. Digital object identifiers (DOI) were researched using www.crossref.org and journal articles 'peer-reviewed status was checked using Ulrich's Periodical Directory. In the case a DOI was not available, a URL was listed for tracking. Data were collected within 5 years of my expected date of graduation of 2022 and 284 articles were cited. Of the cited articles, 92% were peer-reviewed and 86% were

published between the years 2018-2022. Table 1 lists the sources cited in the literature review.

Table 1

Literature Review Content

Literature review content	Total #	Peer reviewed	Non-peer reviewed	within 5 years 2018 -2022	% Peer reviewed
Articles	255	247	8	222	97%
Non articles	11	0	11	5	0%
Total	266	264	19	227	97%

Note. Nonarticles include books, dissertations, and online reports.

Theories Considered

A compelling doctoral study has a well-thought-out theory selection to use as the analytical tool to form the overall view of the study. Before selecting the STP model theory, I considered four theories for this study. Each theory was evaluated based on the advantages and disadvantages each theory presents. This literature review provides the details of the selection process to include what was appropriate and what was not appropriate. The theories were discussed in the following order: Maslow's hierarchy of needs, gner=GST, and stakeholder theory.

Maslow's Hierarchy of Needs Theory

Maslow developed the theory of human motivation in 1943 that later evolved to the hierarchy of needs pyramid also known as Maslow's hierarchy of needs theory

(Maslow, 1943). The tenet of Maslow's hierarchy of needs is that human beings have basic needs that require fulfillment, and until the person has met their basic needs, they cannot become self-actualized which is at the top of the pyramid (Maslow, 1954). Maslow's hierarchy of needs theory has been applied to multiple areas. Cui et al. (2021) applied Maslow's hierarchy of needs theory to marketing in that human needs have a decisive effect on a consumer's intent to purchase or identify with a product or service. Whereas Stefan et al. (2020) noted as the theory relates to job performance, an increase in professional performance occurred when employees are motivated to reach the higher level, specifically self-actualization, then lower levels. According to Maslow's hierarchy, human needs are ranked in order of importance and start at the bottom of the pyramid and end at the top of the pyramid (Desmet & Fokkinga, 2020). Thus, lower-level needs are considered basic needs that must be met before a human can work toward self-actualization or self-transcendence.

Maslow suggested that our highest desire is self-actualization. However, to achieve the highest level, other lower-level needs must be met first. Lower-level needs start with physiological needs and safety (Maslow, 1954). Physiological needs located at the base of the pyramid include but are not limited to food, water, rest, and shelter. Maslow postulated that once physiological needs have been addressed, a person then focuses on their safety needs, which include environmental safety and security (Duygun & Sen, 2020; Maslow, 1954). As people continue to work on meeting their basic physiological needs and safety needs, then they can focus on the next level, which is love and belonging. When attempting to fulfill needs related to love and belonging, they will

exhibit behaviors to help them develop relationships and require they will look for feelings of trust and acceptance (Duygun & Sen, 2020). If people successfully meet their love and belonging needs, they can then focus on the next level needs, which revolve around self-esteem.

The highest levels of Maslow's hierarchy of needs theory are esteem and self-actualization. According to Maslow (1954), self-esteem has two facets. The first facet affects the individual self and includes concepts such as individual skills, being able to create independence, and reach a level of success. In the second facet of self-esteem, a person looks for evidence of respect and respectability in their lives (Maslow, 1954). Moreover, the level of happiness in middle-aged women, are shown to be influenced by self-esteem and positive thinking (Kim & Hur, 2019). Accordingly, respect and respectability are essential as a precursor to self-actualization and should be fostered in children and adolescents because it is needed to develop a strong self-image (Duygun & Sen, 2020). Therefore, individuals who have attained the needs of the highest levels are highly successful individual with a high level of internal confidence and happiness. I considered Maslow's hierarchy of needs as a potential conceptual framework for this research study because identifying consumer needs is essential in marketing. Marketing experts may find Maslow's hierarchy of needs helpful in identifying basic needs of a particular target audience and then implement marketing campaigns to meet those needs and sell more products. In the nonprofit space, by addressing the unfulfilled and development of needs of the target audience, marketing strategists can potentially increase donors' motivation to donate funds, increasing the possibility of nonprofit

sustainability through fundraising. However, Shahrawat and Shahrawat (2017) and Louca et al. (2021) found while Maslow's hierarchy theory does discuss need development it does not explore culture or learning. Therefore, Maslow's hierarchy of needs theory was not the appropriate theory as my conceptual framework for this study because after reviewing the theory and the tenets, it did not fit well with my organization's intent for social media marketing which included increasing conscious awareness through concerts and education for the lesbian, gay, bi-sexual, transgender, queer, and other sexual identities including pansexual and two-spirit (LGBTQ+), community. Moreover, my client organization was not necessarily targeting one of Maslow's needs as they were trying to raise awareness and educate while generating revenue.

General Systems Theory (GST)

Before settling on a conceptual framework for this study, I reviewed and considered GST. The origins of GST were thought to have resulted from the theoretical failures of mechanistic thinking in its application to biological and social phenomena (Skyttner, 2006). David Rousseau (2015), one of the leading researchers of GST and founder of the Centre for Systems Philosophy, promoted using system philosophy for scientific and philosophical analysis. Specifically, according to Rousseau, GST was created with the goal of improving the world and bridging the gaps between objective-oriented disciplines and subjective-oriented disciplines. Moreover, GST includes the basic understanding that systems are interdependent components, which must be studied together to gain an understanding of the complexity of the system (Chen & Stroup, 1993).

In essence, GST encapsulates the principles that common factors exist in amongst many systems and can be applied to many diverse disciplines.

My primary reason for considering GST as a conceptual framework for this research study centered around the tenet that systems have common characteristics. Chen and Stroup (1993) summarized GST as containing the following tenets: (a) systems have interactive parts; (b) systems can be physical, biological, social, or symbolic; (c) a change in one part of the system affects the entire system; (d) changes within the system can be linked to goal-directed behaviors; (e) feedback within the system indicate the system's state; and (f) time is an essential measurement within the system. My initial thought was to view my organization's marketing strategies as one complex component of the entire organization. Another reason I considered using GST was its prevalence in the literature and its broad application for research in education, religion, and business (Van Assche et al., 2019). However, as I began to understand more about GST, I realized that the theory was too general, and to study my organization's specific business problem would require a more specialized and specific theory. Therefore, GST was not chosen as the conceptual framework for this study.

Stakeholder Theory

The guiding principle weaved throughout the stakeholder theory is that organizations exist to benefit stakeholders. Stakeholder theory is a prominent business theory authored by R. Edward Freeman in 1984 (Freeman, 1984). When viewing organizations using a stakeholder lens, stakeholders include employees, managers, suppliers, customers, researchers, shareholders, and government officers (Kannan, 2018).

Barakat and Wada (2021) mentioned that the essence of stakeholders boils down to the relationships between parties. Stakeholder theory tenets support maximizing value for all stakeholders and place importance on all stakeholders related to the organization, including the community in which the organization operates.

Leaders can use stakeholder theory to support relationships in business and business sustainability. Hodgkins et al. (2019) stated that the stakeholder theory could minimize challenges and help maintain sustainability. In the stakeholder paradigm, organizational leaders are responsible for identifying stakeholders and managing stakeholder relationships. Organizational stakeholders are defined as anyone directly or indirectly affected by the organization (Lehtinen & Aaltonen, 2020). Accordingly, managers are expected to act in the best interests of the organization's stakeholders. Stakeholder theory tenets accentuate management responsibilities, especially fostering positive relationships between internal and external stakeholders (Freeman et al., 2004). Moreover, a manager's mentality and ability to standardize the environment foster trust between all stakeholders that promotes an organization growth in the community (Lehtinen & Aaltonen, 2020). The stakeholder theory author emphasized the importance of having a solid relationship with all stakeholders to promote company growth and sustainability.

When considering stakeholder theory as a possible choice as an appropriate conceptual framework to view ABC Organization's specific business problem, I looked closely at its leadership and actions toward stakeholders. The prevailing thought was that stakeholder theory supports nonprofit sustainability because of the emphasis on internal

and external stakeholders and that ABC Organization leaders were acting in accordance with the theory tenets when trying to increase revenue and the chance for sustainability. What dissuaded me from choosing stakeholder theory is that the theory is very broad and because the research question that guided this study was focused on social media marketing. After a thorough review of stakeholder theory tenets and business applications, I determined that STP model theory was better suited for the research question. In addition, ABC Organization's marketing strategies required a more robust plan to help them meet their goals.

Segmentation, Targeting, and Position (STP) Model Theory

The history of STP model theory has vague origins. Although the origins of the STP model theory are vague, the initial tenets can be traced back to Smith's (1956) Product Differentiation and Market Segmentation as Alternative Marketing Strategies study. Smith proposed businesses would flourish by using product differentiation and smaller more homogenous segments instead of larger heterogeneous groups for marketing, giving leaders a better understanding of market activity and in performing cost analysis. Kotler (1994) expanded on Smith's theory and recommended segmentation by stratifying consumers into similar points of view through a series of steps: identify stratified groups, choose the targeted group that provides the greatest returns, and create a marketing position or strategy that will appeal to the mind of the targeted, segmented group. Kotler's contribution to Smith's theory aided in laying the foundation for environment-specific marketing, and marketing strategists have continued to build on their theories and helped to create competitive marketing advantages.

Creating marketing advantages can be linked to marketing budgets and resources. Resources and funds will vary based on the organization's size and will significantly affect marketing strategies, having a well-qualified marketing analyst that understands STP marketing will maximize the allocated funds, increase sales, and create longevity in remaining sustainable. The STP model theory is considered the heart of a good marketing strategy (Kansal & Walia, 2018); marketers with a clear understanding of the STP model theory can create customized campaigns to achieve the organization's goals based on the marketing environment. Moreover, organizations that are most successful and have longevity have identified the best processes for consistently meeting the needs of consumers and the organization (Iliopoulos & Valentinov, 2018). Therefore, gaining an understanding of the consumer and organization's need is essential and can be accomplished by using the segmentation, targeting, and positioning strategy to capture data on diverse groups of consumers to acquire detailed combinations of attributes and enhance the organizations market advantage (Jamshed & Ahmad, 2018).

Specifically, segmentation, a critical marketing strategy, can be used to identify groups tailored to the organization's various needs allowing for a more focused group that will yield a better return than a general group (Diaz Ruiz & Kjellberg, 2020; Smith & Haughton, 2018). Other ways to create market advantage include integrating targeting advertising that will focus on the person rather than the brand. Using this type of focused strategy will yield an optimal return on marketing funds and an increase in revenue and profit (Deng & Mela, 2018; Elrod & Fortenberry, 2018; Smith & Haughton, 2018). Last, the success of new products and businesses are often based on product positioning

influences, specifically, businesses that have the most optimal prices are result of having the most optimal product position (Chen & Ni, 2021; Chiquan et al., 2018). The STP model theory provided the data to identify different group's needs, desires, and habits. This is supporting in noting the advantages each component of the STP model theory delivers to the business and the consumer. Therefore, incorporating all components of the STP model theory proves to be a strong strategic marketing decision that produces a customized marketing plan over a multipurpose marketing plan, and provides the output to optimize a high return on marketing funds.

Segmentation. Segmentation can be organized by different attributes and analysis. Segmentation is the process of homogeneously grouping consumers with similarities and differences into broad groupings, which are then subdivided into marketing groups to address each group's specific value and should be recalculated regularly to reflect the company's changing marketing goals (Smith & Haughton, 2018). Traditional marketing segmentation theory used psychological, social, cultural, and biological attributes groupings to predict purchasing behavior (Chen et al., 2019; Kansal & Walia, 2018). Consumer attributes later expanded to include behavioral and psychographic data, in addition to the traditional attributes, to create substantial, sustainable, and accessible segments for marketing and advertising campaigns (Daellenbach et al., 2018). Once the attributes and other components are gathered, the examination of the data, segmentation analysis, can be ad hoc or syndicated.

Ad hoc segmentation, the most creative of the segmentation types, is used to create a roadmap of positioning strategies from tailored segments for a specific portfolio

of products or services fabricated in-house and constituted a trade secret; syndicated segmentation consists mainly of standardized and commercialized data from third parties, such as the census that can be used in multiple industries (Diaz Ruiz & Kjellberg, 2020). Regardless of the attribute or type of analysis of segmentation data, it should provide in-depth insight into the values of each segmented group and unlock the door to many cultural constructs and social axioms (Alfinito et al., 2019). As the discussion around segmentation attributes continues, there has also been several discussions around segmentation clusters, order, and how it can be used for marketing.

Many scholars and theorist have debated the appropriate order of segmentation. In addition to the order debate, the utilization of segmentation in marketing has been the topic of several academic and industries discussions (Yoseph et al., 2020). In marketing, segmentation clustering is derived from the consumers' demand for a product, price, location, place, people, process, and desire; however, if the order of clustering is flawed the final cluster can be less informative and more misleading, producing results like general marketing (Alfinito et al., 2019; Kansal & Walia, 2018; Smith & Haughton, 2018). Kansal and Walia (2018) suggested that the most practical order for using STP model theory to create a profile should start with psychometric traits, followed by demographic traits. Starting with psychometric traits contrasts with Smith and Haughton (2018), recommendation to sorting by geography first, such as region, population density, and climate, then pairing it with psychographic segmentation types. Moreover, later studies propose by only using historical data to create segmentation clusters is omitting crucial information about the consumers to identify much smaller segments when

targeted will produce a sales growth rate increase by 4% (Yoseph et al., 2020). While the order, type of data and clustering of segmentation is important, incorporating segmentation in the marketing strategies is paramount and can provide the information and data necessary to support the initiatives of all types of organizations.

The data provided by segmentation clusters can support several initiatives. One way in which segmentation can use in marketing to support a company initiative is to collect data to identify attribute details such as a consumer's expertise, involvement, and product familiarity; this provides another level of consumer experience (Taylor-West et al., 2020). Moreover, organizations that acquire very detailed segmentation data would have a tailored audience to communicate their marketing initiatives messages, be more cost-effective, and reach more accurate market segments (Taylor-West et al., 2020). Therefore, segmentation clusters are a useful tool used by marketers to identify their target audience and should be incorporated in the overall marketing strategies.

While segmentation provides many advantages, having knowledge of how to correctly use segmentation can be costly and pose a financial challenge for some organizations. Creating an effective marketing strategy, having a marketing budget, or deciding on a multilayer compound marketing to basic advertisement can be challenging (Kim & Kumar, 2018; Morgan et al., 2019; Ptok et al., 2018). Moreover, cost and resources can be a considerable challenge to overcome depending on the type and size of the organization. Taking into consideration that the first component of segmentation is acquiring data, some organizations may struggle in achieving this goal. Marketing research, developing a customer database, and creating a targeted communication plan

requires time, money, and resources (Y.-J. Lee, 2021). Historically, larger organizations

allocate substantial money, materials, staff, and other assets to allocate to marketing

research, collect data, and managing consumers 'relationships (Kim & Kumar, 2018). It is

less likely that small organizations will have such funds available. Generally, small to

medium enterprises have limited resources, finances, and expertise that limits their

marketing footprint (Gilmore & Carson, 2018). In addition, small organizations typically

have less technological resources and investment opportunities to carry out traditional

marketing programs or the funds to collect raw data and therefore, must possess

marketing intelligence and adapt to using less expensive methods to support their

marketing activities (Davcik et al., 2021). Moreover, not having the funds to collect the

data, or the funds to hire intellectual resources within the organization, will present

challenges. Therefore, it is essential for organizations to have resources in funding or

knowledgeable marketers to attain segmentation advantages and avoid segmentation

mistakes.

Targeting. Businesses that utilize target marketing can compete at a higher level

and better meet the consumer's needs. Target marketing is customized marketing that

consists of tailoring services, characteristics, and related attributes to the identified

segmentation group to increase the probability that the segmented group will become a

consumer (Elrod & Fortenberry, 2018). The target is selected from a range of segments

identified as a firm, viable commercial targets (Diaz Ruiz & Kjellberg, 2020).

Customizing groups with segmentation and targeting, in that order, establish a better

understanding of consumers' needs. Moreover, organizations that incorporate target

marketing increase the satisfaction level of their consumers and can create an effective positioning strategy (Kansal & Walia, 2018). Target marketing is a necessary marketing strategy to establish an advantage in the market. Organizations must understand where to market and acquire the necessary information to meet and satisfy the needs of their target clientele. Thus, target marketing is an effective tool that can be used to assist in establishing the company's position, meeting the organization's goals, and meeting the consumer need.

Leaders who understand the importance of targeting will increase the longevity of their company. More specifically, executive leaders who understand their target population are better equipped to create a marketing strategy customized to the consumer's values and desires, and therefore enable their organizations to achieve a higher level of consumer satisfaction (Kansal & Walia, 2018). This type of marketing is not traditional mass marketing and leaves a more significant organizational footprint (Elrod & Fortenberry, 2018). Target marketing is focused specifically on meeting the goals of the business and the needs of the consumer. Leaders who can consistently meet both the goals of the business and the needs of the consumer are effective and efficient leaders.

Meeting consumer needs and building a relationship with the consumer will increase the longevity of a company. Customers who have a long-term relationship with an organization have a higher interaction in the service sector (Tabrani et al., 2018). Moreover, consumers who have a relationship with the organization are more likely to support and volunteer with that organization. Target marketing combined with customer

relationship management increase connection with the customer by 28% (Ascarza et al., 2017). Segmentation and target marketing can benefit a company's finances and its services to the community. The addition of customer relationships and positioning provides organizations with the marketing strategy to give them competitive advantages within their specific area.

Target marketing can be expanded globally once a segment has been identified. Target marketing is a logical subsequent step after market segmentation, as the segmentation allows target marketing to be concentrated on the known characteristics of the identified consumer groups and thus to be more effective (Smith & Haughton, 2018). Combining target marketing and geographical segmentation with a thorough consumer attributes and preferences analysis can help organizational stakeholders design a marketing mix suitable for the identified geographical area and targeted group (Jamshed & Ahmad, 2018). Gathering the information for segmentation and target marketing is vital in having an effective STP marketing strategy. It is vital to the marketing strategy that a thorough analysis is completed at each level before moving to the next step. Once the group has been identified, the marketing campaign can be extended on multiple platforms and traditional and online media.

Target marketing can decrease the gap in the budget as it relates to the size of the organization. An effective marketing strategy creates a space where smaller organizations can compete with larger organizations that have larger marketing budgets if the smaller organization has a good understanding of the consumers 'wants and needs (Makhitha, 2019). An effective target marketing campaign must be stratified (Smith & Haughton,

2018). Businesses should understand segmentation groupings and the needs of the market

audience in that order. Organizations that take time to ascertain how to add value through

marketing can substantially accelerate their growth in the industry—irrespective of the

size and location of the organization (Jamshed & Ahmad, 2018). A business that has a

better grasp of its consumer will fare better than organizations that do not, regardless of

the size of the marketing budget.

Target marketing can include online communication, social media, direct mailing,

and others. Direct mailing marketing is still a viable means of target marketing. It is more

than unwanted cards in the mail; direct mailing also includes catalogs from brands with

which the consumer has an established relationship with; for example, Tiffany's, religious

organizations, and local public service offices. Mailings are advisable and should not be

overlooked (Schröder & Hruschka, 2017). Method and content should be driving factors

in selecting the target marketing approach. Targeting also ensures that consumers find

products that best match their needs. For example, Taylor-West et al. (2020) contended

that marketing strategies for new automobiles are decided by a design team that does not

have detailed data or a marketing team. Marketing plans that are not designed by

marketers are likely to be less effective than plans created by marketers. Moreover, repeat

buyers are familiar with new changes and require a different market approach than novice

buyers; therefore, they would be slated as a different segment. In so doing, automobile

manufacturers acquire the knowledge to provide more strategic advertising campaigns

while consumers receive more precise explanations (Taylor-West et al., 2020). Having

insufficient knowledge or available data can reduce the value STP marketing brings to an

organization. Strategic Business Units methodology opened the door to having automobiles designed for each target instead of one design for all. It allows each Strategic Business Units to design its strategic marketing plan (Magalhães et al., 2019). This method allows the right product to reach the right consumer.

Positioning. Positioning is a key component when establishing brand recognition. Positioning provides a tailored list of attributes of the segment's preferences (Diaz Ruiz & Kjellberg, 2020). Positioning is considered one of the most essential components in trademarking and marketing. As for positioning, it provides the avenue for brand recognition and market development (Fayvishenko, 2018). Iyer et al. (2019) noted that proper market orientation should align with the complete marketing plan, and this will sway performance with brand image, cost baseline, and a synonymous marketing strategy. Therefore, incorporating positioning in a marketing strategy will develop brand awareness, leading to brand preference and loyalty. Thus, providing a positive return on marketing investment.

There are several types of positioning. Understanding the different types of brand positioning provides an advantage (Iyer et al., 2019). A clear understanding of positioning will benefit for and nonprofit leaders in establishing their organization as a brand. A successful marketing strategy establishes an organization's elite position in the market and in with its target audience (Olivar Urbina, 2020). However, many leaders do not have the knowledge or resources to successfully position their organization or their organization as a brand. Brand positioning has an unlimited number of advertising formats and channels, making it extremely challenging organizations to establish their

product's brand within the competitive space (Swaminathan et al., 2020). Positioning is recognized as a foundational ingredient in strategic market planning; as a long-term, rigorous, complex investment, and marketing tool (Niculaita & Rapcea, 2019). Therefore, while there are several types of positioning, such as category, price, prestige, and others, finding an organization's elite space within any of the positioning spaces is an advantage.

Small, medium, and large enterprises can all benefit from using positioning. Regardless of the size, small or large, or the level of marketing experience, the position of an organization will affect a company's competitiveness and its placement in the industry overall (Niculaita & Rapcea, 2019). However, small and medium businesses are still at a disadvantage when competing with larger businesses. Small enterprises are unable to compete with larger companies due to a lack of funding for advertising and marketing specialists (Lusia, 2019). Positioning helps small and medium businesses with a fraction of the funds available compared to larger businesses to compete via guerrilla marketing. Small and medium businesses who do not have the same financial resources available as large businesses are able to use the principles of guerrilla marketing, which is using marketing strategy based on creativity and intellect with low to no cost or financial resources, competing with larger enterprise companies (Lusia, 2019). Positioning allows all companies and organizations to establish an identity in consumers' minds and the industry.

Therefore, after much consideration and research, I determined that the STP model theory was most appropriate conceptual framework for this study. The STP model theory allows for an in-depth marketing strategy that maximizes a marketing budget.

Specifically, the STP model theory provides the conceptual lens to view nonprofit marketing strategies on the research question of this study - "What traditional and social media marketing strategies do nonprofit leaders use to obtain funding from their target audience to remain sustainable?" ABC Organization's purpose for implementing social media marketing strategies was to raise awareness in a specified, targeted community and optimize their position in the local and digital community. As mentioned previously, the STP model theory incorporates market segmentation as a viable strategy in developing social media marketing campaigns. In the case of marketing segmentation, most if not all marketing campaigns developed by ABC Organization leaders were targeting the LGBTQ+ community. In developing social media marketing strategies targeting the LGBTQ+ community, and positioning their brand in the digital community, leaders of ABC Organization were acting in congruence with STP model theory. Additionally, research has indicated that market segmentation is a viable strategy to increase revenue and profit, which can lead to nonprofit sustainability (Alijani et al., 2019). ABC Organization leaders also understood that as a small organization, they would need to focus their efforts on social media marketing as this platform was readily available and cost-effective (Kim, 2021). Limited budget, small organization size, and a specific audience were constructs that the leaders in ABC Organization considered when developing their organization's marketing strategies, which the tenets of the STP model theory supported. Therefore, the STP model theory was an appropriate lens to view the phenomenon being researched in this study.

Nonprofit Characteristics

Nonprofit organizations (NPOs) are different from for-profit organizations in their characteristics and challenges. NPOs can be distinguished from for-profit organizations using the definition of NPO as provided in the United States Internal Revenue Code. Nonprofits, according to the Internal Revenue Code, must operate for charitable purposes in areas such as religion, education, science, public safety, national and international amateur sports, and preventing cruelty to children or animals (Internal Revenue Service, 2019). Several types of organization operate under a nonprofit umbrella such as, charities, foundations, service organizations, associations, and volunteering groups (Hammack & Smith, 2018). As evidenced by the numerous articles comparing NPOs to for-profit organizations, NPOs have a distinct set of characteristics and differences. These differences also translate to many different challenges.

One of the many challenges that volunteer-based NPOs face is the loss of intangible assets such as human resources in the form of high turnover rates in their volunteers. According to Buonomo et al. (2020), volunteers have different motivation to work and require leaders to have a different skillset to minimize turnover. For profits are not faced with this challenge. For profits organizations can nurture intangible asset with talent and performance management tools, experience lower turnover rates, and be more competitive (Momin, 2018). Nonprofits and for-profits leaders manage human resources, but the challenges they face differ. Consequently, NPOs leaders must develop different techniques and use different tools to manage their challenges. This further supports the distinctions between nonprofits and for-profits organizations. Observing the different

characteristics of nonprofits and for-profit organizations, the most common difference is the purpose of the organizations and competitive challenges.

NPOs in the United States, particularly the Midwest, such as the ABC organization, face comparable and contrasting competitive challenges compared to for-profits organizations. ABC Organization is a nonprofit located in the U.S. Midwest, and according to GuideStar, there are over 350,000 registered NPOs located in midwestern states. When reviewing GuideStar's (2021) data, the 350,000+ NPOs located in the Midwestern states fall into various categories and exist for differing reasons. Nonprofits in the Midwest exist to bridge the gap in services provided in the commercial sector. GuideStar listed nonprofits in categories such as investing, education, religion, birth control, mental health, children's services, community resources, health, and wellness. The list provided illustrated the variety of nonprofit types and is not meant to include an exhaustive representation of all NPOs or categories in the U.S. Midwest. GuideStar's numbers illustrates that NPOs have a large sector of other NPOs to compete with in acquiring donations, grants, funding, and volunteer resources (Hsu et al., 2021). Moreover, they are challenged with appealing to the public and government for support while not compromising the organization's mission (Seo, 2020). Comparable to NPOs, for-profit organizations also experience a highly dense industry; however, for-profit organizations must also consider quality management, product cost, productivity, and consumer satisfaction (HMadhani, 2020). Although, nonprofit and for-profit organizations differ in competitive challenges, the financial strategies used by both to obtain funding overlap in some areas.

Nonprofit Financial Sustainability Strategies

NPOs must have funding to remain sustainable. Moreover, NPOs are competing with other NPOs and must continue to be innovative in their long term and short-term tactical plan for securing funding and retention (Radilova & Ziomek, 2020). In a highly volatile market, it is recommended by many scholars for NPOs to have diversified revenue streams to counterbalance revenue volatile and uninterrupted public services (Cheng & Yang, 2019). Funding for nonprofits include grants (public, private, government), donations (individual, corporations, beneficiaries), and fundraising. Lu et al. (2019) conducted a study a found that only have a diversify portfolio was not as effective as reducing financial vulnerability and possessing the financial knowledge and skills to make advantageous financial decisions. Nonprofit leaders must ensure they have the knowledge or resources available to secure funding from their target audience to remain sustainable.

Organizations use many different techniques to acquire and retain donors such as data mining. Data mining is identifying pattern from collected data to an organization advantage (Zhan et al., 2019). While one of the more costly techniques, NPO can obtain information using this technique to identify constructive information on the unique traits to obtain and retaining donors (Lu et al., 2019). Facebook is a smaller form of data mining, can be used gather data on age, education, nonprofits interest, etc. for target marketing for new donors (Schetgen et al., 2021). Data mining is a useful technique in identifying the traits of donors. Additionally, acquiring and donor retentions is an ongoing process for NPOs and must be cultivated for sustainability.

Stakeholder engagement is another viable strategy for financial sustainability. Nonprofit Stakeholders are internal and external that includes board members, paid staff, volunteers, government, investors, and community (Hu et al., 2020). Moreover, using online channels and social media facilitates two-way dialogue with several stakeholders and advocate donations and fundraising (Mato-Santiso et al., 2021). By creating engaging content on several social media sites to create engagements will a broad range of stakeholders, presents NPOS in a positive light and helps to improve stakeholders' relationship and loyalty (Ihm, 2019). Therefore, stakeholder engagement is vital in NPO ability to remain sustainable.

In additional to social media and online changes, nonprofit leaders must incorporate a long term and short-term marketing strategies to secure funding from stakeholders. To remain sustainable, researchers recommended that NPO leaders regularly gather knowledge on marketing and conduct a yearly assessment of the organization marketing strategies for resources and funding (Shelly, 2016). In a study specified for small NPOs, the researchers found that marketing that focused on meeting the needs of the donor or investor produce positive results on both financial and nonfinancial components of NPOs (Najev Čačija, 2016). Marketing strategies should be reviewed and updated on a regular basis for nonprofit can make the necessary changes to secure resources for continue growth and intended influence in the community. Moreover, marketing segmentation marketing can measure against support and presence of specific segments in the community on multiple levels – locally, regional, and globally – to equip leaders with the knowledge necessary to remain sustainable. Hsu and Chen

(2018) proposed that the goal of marketing is to influence and encourage a behavior. A good marketing strategy can be used to secure funding, create relationships, attract volunteers, and communication (Nicolau, 2016). Hoàng and Thái (2020) conducted a study to showed innovations and integrated marketing communications used together affected five areas of brand equity – the perceived quality, brand image, relationship, and loyalty. Therefore, marketing is crucial for nonprofit in acquiring funds, building relationships, and creating a brand.

Brand Loyalty. Consumer brand loyalty is important to organizational sustainability. Brand loyalty is a staple of marketing, and the development of consumer-brand relationships establish attachment, love, self-connections, identification, and trust (Khamitov et al., 2019). Moreover, NPOs that are established as a brand receive higher donations. Taylor et al., found in a research study conducted in 2021 that some consumers that received good services, product and believe in the principles of the organization are inclined to develop brand loyalty. Therefore, brand marketing is critical as it improves brand awareness, credibility and helps to improve financial performance (Anees-ur-Rehman et al., 2018). In addition, well known NPOs that have established their brand have an easier time fundraising, and organizations that associate with that nonprofit's brand will also receive donations easier.

Brand loyalty can be established in many ways. Studies conducted in 2018 examined the influence social media marketing (SMM) has on branding and found that brand image is affected by online presence (Seo, & Park, 2018). Also, van der Westhuizen (2018) found that users that lived experiences with the brand is what creates

brand loyalty. Thus, brand loyalty can be separate by behavioral, the purchase of a

particular brand over competing brand, and attitude, the consumer relationship and belief

in the brand or the brand image (Yeggn, 2021). Therefore, NPOs striving to create brand

loyalty must make efforts to ensure that people have positive experiences when

interacting with the organization using traditional and digital marketing in creating the

brand.

   Online and Social Media Marketing. Online and social media marketing is

promoting and selling using digital channels for a reduction of the cost of traditional

marketing and can equalize the marketing gap between large, medium, and small

businesses. The shift in marketing because of social media has created more opportunities

for smaller organizations to compete with larger companies despite budget differences

and utilize social media's low-cost marketing (Lupo & Stroman, 2020). Traditional

marketing media—such as print, radio, and television—have been disrupted, and

industries have had to adapt to the transformation of marketing because of social media

(Sheth, 2020). Likewise, digital marketing is noted as a faster source of distributing

information that provides mostly positive effect, but not always significant (Hasbi et al.,

2021). Therefore, organizations that utilize social media to distribute information may

experience positive, negative, or insignificant feedback. Wang et al. (2021) noted that

social disapproval spreads more rapidly than social approval. Necessarily, it behooves all

organizations to have someone who monitors social media platforms and heed that not

having an official social media page, does not omit companies from receiving social

disapproval. However, considering, the social media community includes almost 50% of

the population and can be used to mobilize support, build the brand, and secure funding (Mehrotra & Siraj, 2021). It can be concluded that due to the large population of social media, it is more beneficial to organizations to participate in social media and the dialogue of their brand. Furthermore, traditional media is evolving to digital media, such as, television (TV) to Smart TV, radio to internet radio, hardcopy poster that include QR barcodes that can be scanned to access to online content, and more (Tarik & Adnan, 2018). Concluding, the cost to use digital channels for marketing is lower than that of traditional media, and thereby reduces organizational challenges of needing a large budget to reach a target marketing goal.

Leaders who have social media marketing knowledge to obtain funding from their target audience will remain sustainable. Online applications such as WeChat, Facebook, WhatsApp, Google, Instagram, YouTube, and LinkedIn connect over 3.5 billion people; and many retailers such as Amazon, Alibaba, Flipkart, and Tencent that utilize online marketing caused an estimated 28,000 traditional brick-and-mortar-anchored retailers to go out of business in 2018 (Sheth, 2020). In addition, organizations that incorporate Facebook as a primary tool in their marketing plan experienced positive and advantageous results (Lupo & Stroman, 2020). Therefore, marketing is no longer limited to the traditional avenue of billboards, radio, television, or direct mailing. Digital marketing with social networks and Google analytics is the most frequently use measurement of effectiveness and along with other tools shows a direct connection to brand positioning and promotion (Melović et al., 2020). Furthermore, social media was found to be an effective two-way exchange tool that companies can use to adjust

marketing plans and meet the needs of their consumers (Lupo, 2020). Thus, leaders who only use traditional marketing will stifle their organization's growth and will fail to remain sustainable.

Social media marketing is an emerging phenomenon in organizations that if not employed will experience less exposure than organizations that utilized online marketing. Globalization and the volume of internet usage is the leading attraction to organizations in the transition to digital marketing over traditional marketing, or moreover, should be included in the overall marketing plan (Melović et al., 2020). Social media allows organizations to connect with consumers, both domestically and internationally (Appel et al., 2020). Additionally, small companies can use social media or digital advertisement as a tool to share knowledge and product ads for a fracture of the cost of a traditional television ad. While larger companies have the finances to use both social media and traditional media, small businesses with a digital marketing strategy, decreases the aperture, between larger organization, in the opportunity to capturing their target audience's attention and reaching their organization's goals (Ritz et al., 2019). Ergo, it is more feasible for small businesses to use digital and online marketing as opposed to only traditional marketing because of the cost and their ability to easily reach the target audience.

Social Media and Traditional Marketing Strategies. Many traditional marketing strategies have evolved with social media. Additionally, social media has proven to be an expeditious tool when used properly in sharing information. Word of mouth (WOM) marketing or Electronic Word of Mouth (eWOM) is another example of a marketing

strategy that evolved with social media. The term Electronic Word of Mouth (eWOM) was introduced around the early 2000 as feedback on the internet (Verma & Yadav, 2021). Verma and Yadav (2021) study revealed this marketing paradigm shift is reflective of social media channels and relationships that have no geographical boundary. Many consumers are led by the experiences of others in making their decisions on product, services, and choosing an organization to support financially. Chen and Yuan (2020) completed intensive research on online WOM, and findings showed that simple straight forward posts receive more likes and are forwarded more, and post with large narratives are more persuasive. Reinforcing the concept of traditional marketing as it relates to word of mouth, the evolution to social media and the importance of integrating social media in a company's marketing strategy. Therefore, organizations must evolve their marketing strategies to parallel current marketing innovations.

Social media marketing disrupted traditional marketing strategies and changed marketing practices forever. Unlike traditional marketing, social media marketing uses two-way communication, group communication, and provides gives consumers a powerful voice (Melancon & Dalakas, 2018). Companies must adapt to social media marketing communication to create and maintain a competitive advantage. Soegoto and Utomo (2019) described Instagram as the leading social media marketing space and mentioned that businesses must develop Instagram strategies to market goods and services. One of the many reasons why social media marketing produces large volumes of sales is that it integrates communication on several levels. Social media marketing is interactive and creates a real-time global space to share and collect information

(Puangmaha et al., 2020). To compete in the social media marketing space, marketing strategists must have a clear understanding of which social media platforms, social networks, and social media channels to use which poses a challenge for businesses.

Social Media's Effect on Relationships Between Consumers and Businesses.

Social media platforms such as Instagram and Facebook provide opportunities for businesses to connect with the consumers in a variety of different ways designed to increase sales and revenue. Content posted on social media platforms can be designed to share information, persuade, demonstrate product advantages, and provide a variety of other messages with consumers (Davidaviciene et al., 2019). Businesses must be in control of their narrative and using social media as the vehicle can significantly aid in defining the organization's position on matters, their mission and value, and future goals. Organizations that do not use social media are open to others to defining them in the social media space. Moreover, their definition and opinion may not be accurate and could be damaging.

One company that learned this lesson well was Toyota. Toyota had a series of accidents and was criticized and perceived in news and social media for focused on financial losses, not sharing information about the cause of the malfunction, not making public safety top priority and several other damaging conclusions (Choi & Lee, 2018). Moreover, by allowing others to speak their narrative on social media and not responding quickly with an understanding of how quickly social media communication spreads and other failures in communications, Toyota was damaged severely (Choi & Lee, 2018). This further enforces the importance of social media marketing communications; in that it

is beneficial to all leaders to understand social media communication and that it is utilized effectively and efficiently in sharing the company's narrative. While Toyota, one of the largest companies had a vehicle failure, it was Toyota's failure to understand technology, public criticism online globally, over confidence in past public relations techniques and not new technologies and public opinion that weaken its position in the car industry (Chikudate & Alpaslan, 2018). Social media as illustrated in the Toyota story has the power to make or break business reputations, additionally social media can be used to build connections.

Social media platforms can be used by the public to connect with friends and by business leaders to connect with their consumers. Individuals can form connections with other individuals and groups on a larger scale than previous possible using social media platforms (Fujita et al., 2020). Individuals and company control their persona by what they choose to share on social media (Casteranita et al., 2020). Social media allows all to establish themselves as a brand and new and current businesses can benefit and group from the use of this platform. Moreover, by understanding and studying individual's social media feeds, business leaders can customize their marketing strategy accordingly.

Establishing a brand is vital to remaining sustainable. Consumer who attached to a company's brand engage more often in sharing positive comments on social media (Fazlul et al., 2020). Establishing one as a brand has also experienced a paradigm shift, with the creation on online brand communities (OBCs) or virtual brand communities (VBCs). Many companies are incorporating online brand communities in their marketing plan as a vehicle to attract and cultivate consumer loyalty (Yuan et al., 2021). Moreover,

many companies found by establishing or connecting with online brand communities, they can be competitive in the market, boost innovation, improve their brand image, market new ideas, while gaining knowledge of their consumer's desires and building a stronger brand relationship (Deng & Yuan, 2020; Kaur et al., 2020). This further support the value of online brand communities and a company's sustainability.

Online brand communities need ongoing monitoring and cultivation. Passive members are a large part of OBCs and can become a hindrance to a company's success, so companies must work to retain, motivate, and attract new members to be relevant in the market (Kumar & Nayak, 2019; Yuan et al., 2021). Kumar and Nayak completed a study in 2019 of data from 221 passive members and found that passive members that have a sense of ownership individually or collectively in the OBC will increase their participation in the OBCs, their electronic work-of-mouth, and their willingness to support the brand. Moreover, passive members that develop a brand psychological ownership (BPO) sees the brand as part of their responsibility or a mental connection with the brand (Kumar & Nayak, 2019). Kumar and Kumar (2020) conducted a study of 925 members of online brand communities and found by engaging with member, rewarding their contribution produces a feeling of high self-esteem and yields high engagement with the brand and the online brand community.

Traditional marketing used spokesperson to help promote their product. Influencers are online spokesperson to assist companies in product promotion. Some business user social media influencers to promote their brand however, the process is one of trial and error and not clear on how it be strategically used as a marketing tool

(Guoquan et al., 2021). The term influencer has evolved from its original meaning and is now affiliated with digital and social media as peers who can sway or influence others by their personal choices (Wibisono & Ruldeviyani, 2021). Moreover, an influencer is a regular internet user who has a large following on different industry digital and social media platform through the sharing of their lives and their opinions (Guoquan et al., 2021). Twitter and Instagram have proven to be some of the larger social media platforms for influencers (Wibisono & Ruldeviyani, 2021). Users with a large following implies the individual is an active member and actively engage at a high level with other users (Tafesse & Wood, 2021). Influencers continue to gain followers using online streaming; this has shown to be to their gain with the increase of consumers using online platforms such as YouTube as their primary entertainment source (Arora & Lata, 2020; Fernandez-Prados et al., 2021). Moreover, organizations that incorporate influencers enrich their online and social marketing plan.

The growth of social media platforms and the amount of data it produces as open the door for companies to leverage the data and a new marketing tool. The different social media platforms were originally a way for students, family, and friends to connect, built and create new relationship and share information. Social media platforms have expanded and the vast data available from online and social media platforms provides companies with large amount of knowledge about their consumers and new options to marketing. One marketing option is using influencers. Influencer marketing is a way for companies to connect, share, and gather information from their target audience via online and social media platforms (Tafesse & Wood, 2021). Companies are seeding information

into social media through influencers and micro influencers, micro influencers are users that have not accumulated millions of following but reached the level of thousands (Valsesia et al., 2020). Moreover, companies are benefitting financially by using social media influencers over the traditional celebrity endorsement (Schouten et al., 2020). Therefore, social media is no longer just a platform for family and friends to connect, it can be utilized by businesses to connect, create, and solidify relationship, and solicit support from their target audience.

Businesses can use influencers as a way of creating trust and building their brand. Marketers employ influencers and micro influencers to share customized content about their product to increase purchase intent, generate comments, engagement, strengthen the brand, and to go viral (Kay et al., 2020; Valsesia et al., 2020). In addition, having influencers to engage with consumers can aid in creating market comfort. The term market comfort is the comfort level of the individual in receiving or giving information posted on social media for consumer or user gain (Jacobson et al., 2020). Establishing market comfort is a plus considering the information shared online has a longer history than traditional marketing and advertisement; thus, advantageously extending the longevity of trust in the business. While influencers can be a viable marketing tool, companies must do their due diligence. Kay et al. (2020) separated influencers in three categories, mega, macro, and micro, and recommends that companies should consider all categories when incorporating influencers in their overall marketing strategy. Moreover, micro influencers, influencers with few followings, had the highest level of influence, produced more retweets, a level of trust and thus giving user a marketing comfort (Kay et

al., 2020; Valsesia et al., 2020). Therefore, businesses that expand their marketing strategies to include influencers will create marketing comfort and build trust with their target audiences.

Companies must work to cultivate their traditional digital relationships with the consumer and ensure that their target audience is satisfied with the product or service being delivered to solidify brand loyalty. Companies that complete a continue evaluation of their online and social media consumer-to-brand relationships and update their marketing communication strategies, create value in their brand-to-consumer relationship and benefit from brand loyalty (Tan & Colakoglu, 2021). Furthermore, consumers that have an intense fondness and trust for a brand, experience a higher level of brand loyalty and display repurchasing behaviors (Ridhwan et al., 2021). Appropriately, Brand's with a high loyalty level and trust can raise prices, introduce new products and services with the support of their loyal consumer (Abasin & Huseynov, 2020). Hence, consumers that are happy with the brand are loyal and trust the brand. In addition, companies can establish a leading position in the marketplace by building intimate, meaningful consumer relationships through rewards and loyalty program consumers (Gorlier & Michel, 2020). This supports the importance of cultivating consumer relations to the company and the company's overall marketing strategies. Therefore, companies that create an ongoing satisfying experience (digital and traditional) with their consumer will experience brand loyalty.

Social media is a key component in many companies marketing communication strategies and building brand loyalty. Moreover, consumers who have high brand loyalty

will aid in a company's marketing communication strategies by communicating their love

for the brand through traditional and electronic word of mouth. In using social media

marketing strategies, four interlocking elements have been identified as the encompassing

elements: (a) drivers - the organization's goal to sale or promote product or services and

the consumer's desires; (b) inputs - the organization's initiatives and the consumer's

behaviors; (c) throughputs - the organization's interaction, influence and connectedness

with the consumer's needs; and (d) outputs - the result of creating and strengthening

brand awareness and image; using friendly interaction via online and social media

platforms (Li et al., 2020; Mehrotra & Siraj, 2021; Tan & Colakoglu, 2021). Therefore,

considering, digital and social media platforms empowers companies a tool to interact

with millions simultaneously in real time, establish long lasting relationship, and create

brand awareness (Tan & Colakoglu, 2021). It would behoove brand leaders to understand

the ideological and technological foundations of online and social media platforms, as

well as their ever-changing trends, to strengthen their relationship with their consumer

compared to the traditional marketing communication tools (Zaif & Cerchia, 2019). In

addition, brands that have a presence on varied online platforms attract more brand

loyalty and benefit from the positive effects of such (Salem & Salem, 2021). Moreover,

Fernandes and Inverneiro (2021) completed a study that shows millennials are more

likely to show brand love and loyalty to brands that have an identity and create an

experience via social media platforms. Social media is essential tool in a brand's

sustainability. Therefore, social media along with other marketing strategies are vital in

establishing brand loyalty.

Establishing brand loyalty is not limited to only online and social media platforms. Social media platforms should not replace traditional marketing but used in conjunction to sustain the brand (Tan & Colakoglu, 2021). Mixed media gives a holistic approach to marketing by continuing to connect with consumers in a manner they are accustomed to and establishing new relationships and new connections via online platforms. Social media and other online platforms can be used to reinforce the 4Ps (product, price, place, and promotion) or while still using traditional marketing media such as billboards, online ads, and television (Pantano et al., 2019). Therefore, companies that use digital channels and traditional marketing will have a higher level of sustainability.

The primary purpose of this literature review was to provide research evidence and foundational information to support the entire study. Each topic in the literature review supported the research question: What traditional and social media marketing segmentation strategies do nonprofit leaders use to obtain funding from their target audience to remain sustainable? The lack of information on certain topics while reviewing the literature illuminated gaps where researchers may conduct future research; one example as previously mentioned is that more research is needed on the effect on social medial influencers have on financial sustainability. Last, the information collected in the literature review allowed me to give evidence-based recommendations to leaders of my client organization.

Transition

Section 1 contains the details of the literature review, which included a review of marketing segmentation strategies for NPOs. In addition, the literature review covered topics to support the overall doctoral research study, including but not limited to nonprofit characteristics, nonprofit financial sustainability strategies, brand loyalty, and online and social media marketing. STP model theory developed by Maslow in 1954 supported the inclusion of marketing segmentation strategies used in NPOs to sustain and expand business operations. NPOs that target communities such as LGBTQ+ may positively affect gender awareness while raising funds to sustain business operations.

The purpose of this qualitative single case study was to explore the traditional and social media marketing segmentation strategies used by nonprofit leaders to obtain funding from their target audience and remain sustainable. Executive leaders from a single U.S. Midwest region NPO that has successfully implemented traditional and social media marketing segmentation strategies to obtain funding from the lesbian, gay, bisexual, transgender, queer or questioning, intersex, and asexual or allied community was the target population for this study. The results of this study may contribute to positive social change by providing nonprofit leaders with marketing segmentation strategies to withstand fluctuation in the economy by having continuous and multiple avenues of funding. Increased funding could result in maintaining and increasing services offered in the community.

Section 2 begins with restating the purpose of this study. I outline in detail my role as the researcher in the data collection process. Moreover, I outline participants'

selection, strategies for establishing a working relationship with the selected participants, and peer-reviewed evidence to support my strategies for selection. In addition, Section 2 includes the processes used to address ethical challenges and other core considerations for conducting this research including potential for bias, error, method, design, and population and sampling selections. Last, I include the steps taken to ensure reliability, validity, and to protect client confidentiality.

Section 3, the final section of this study, is a comprehensive summary of my analysis and findings of the organization's social media marketing strategies. First, I describe the organization. Then, I evaluate the client's leadership triad, strategy, customer, knowledge management, workforce, and operation. After my evaluation, I present the results of my study as outlined by the Baldrige Excellence Framework (Baldrige Performance Excellence Program [BPEP], 2019). Next, I present the findings from the study and how those findings relate to business practices. At the end of Section 3, my final remarks offer recommendations for future research and give my client organization recommendations to enhance business practices related to their marketing strategies.

Section 2: The Project

Purpose Statement

The purpose of this qualitative single case study was to explore the traditional and social media marketing segmentation strategies used by nonprofit leaders to obtain funding from their target audience and remain sustainable. Executive leaders from a single U.S. Midwest region NPO that had successfully implemented traditional and social media marketing segmentation strategies to obtain funding from the LGBTQIA+ and allied community was the target population for this study. The results of this study may contribute to positive social change by providing nonprofit leaders with marketing segmentation strategies to withstand fluctuation in the economy by having continuous and multiple avenues of funding. Increased funding could result in maintaining and increasing services offered in the community.

Role of the Researcher

As the researcher of this qualitative single case study, I was the primary instrument for collecting data. As the primary data collection instrument, I followed the principles, as outlined by Clark and Vealé (2018), to engage in reflecting and interpretive thinking in order to be precise in assessing the data gathering This orientation to the process was a crucial component of my role. My background included personally aiding many NPOs but did not include working as a professional consultant. As a participant in the Walden University DBA Consulting Capstone program, my role as a researcher extended to scholar-consultant.

In my role as a scholar-consultant, I worked with a Walden University selected NPO on a business problem of their choosing. My nonprofit experience, which included being a volunteer, training nonprofit leaders, helping to support the creation of new NPOs, acquiring grants, working on fundraising, and actively working with nonprofits in event promotion, allowed me to easily adapt to the scholar-consultant role. While working in several different roles within NPOs, I acquired a substantial base knowledge of nonprofit marketing, grounded in practice. While my background did not include any formalized training or research in social media marketing strategies; it did include extensive training as an information technology leader.

As an experienced information technology leader, I trained internationally and established relationships on several levels, which helped establish productive relationships with my client leaders while working in the scholar-consultant role. Additionally, in the past having held several roles such as helpdesk supervisor, project manager, and release engineer, all of which benefited the scholar-consultant relationship. Last, I had previously acquired skills related to (a) building team motivation, strategic thinking, cross-culture communication; (b) identifying weaknesses, and (c) providing innovating solutions. I had assisted my company's community initiative when collaborating with NPOs in the role of volunteering, company liaison, and team lead. Throughout my professional career, I was able to connect with key stakeholders within the NPO sector and establish relationships to aid in future roles, which I believed helped me establish and a maintain strong connection while working with my client organization as a scholar-consultant.

As a researcher, my responsibilities included adhering to ethics and the protocols outlined in *The Belmont Report*. According to the principles outlined in *The Belmont Report*, researchers should protect the study participants, be respectful, be beneficial, provide justice, and align with recruitment and consent processes that protect human subjects from harm (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research [NCPHSBBR], 1979). Therefore, in my role as a researcher, I had a duty to protect the client and incorporate tools to produce an unbiased study.

Following the guidelines in *The Belmont Report*, I was respectful with engaging with the leaders and the interviews meeting time and tools were to the preference of the organization leaders. The participants and the organization of this study were aware of the risks and benefits always associated with the research study, and during the research, the participant's welfare was considered (NCPHSBBR, 1979). Additionally, following the principle of beneficence as outlined in *The Belmont Report*. I was fair and just to each of the leaders, protected their identity, and protected the organization's privacy by using a pseudonym (ABC Organization) when discussing the organization (NCPHSBBR, 1979). In created an atmosphere that supported justice as outlined in the Belmont Report, the participants were treated according to individualized needs, recognized for their efforts, and made connections between their contributions and the overall societal benefits.

As the primary data collection instrument, part of the role of a researcher is to mitigate bias and avoid interpreting the data from a personal lens. Suitably, employing semistructured interviews and the interview protocol (see Appendix) was an essential tool

in mitigating bias because they allowed for flexibility in the interview and a standard protocol accepted in the industry. Despite conducting research using semistructured interviews, there are barriers infused within an interview such as gender, race, education, and so on that influence all participants (Call-Cummings et al., 2019; Wesely, 2018). Using the interview protocol helped mitigate bias and provided a structured method for conducting interviews (see Appendix). Moreover, member checking, methodological triangulation, Belmont Report guidelines, interview protocol, Institution Review Board (IRB) guidelines, and personal ethics helped mitigate bias. According to Clark and Vealé (2018), following the rigors of research to mitigate bias and extensive sorting and coding will help clearly articulated research findings. Using triangulation counteracts bias with the use of multiple data sources for validation (Steenland et al., 2020). Therefore, understanding my role and responsibility, several strategies were implemented to address and mitigate the development of biases from my personal, professional, and life experiences.

Participants

Participant selection for qualitative studies is a diligent process to ensure that data collected is related to the study's research question. Therefore, qualitative researchers must demonstrate conscientious decision-making when selecting participants (Cypress, 2019). Additionally, to ensure the participant selection was germane to the research question (What traditional and social media marketing segmentation strategies used by nonprofit leaders to obtain funding from their target audience and remain sustainable?),the participants selected for this study were leaders who held senior

leadership roles. The selected leaders were responsible for advising or leading the governing body that oversees the NPO and were knowledgeable about the organization's social media marketing strategies. Additionally, the selected participants were intimately involved with creating the strategic plans inclusive of social media marketing strategies to ensure longevity, financial stability, and sustainability. As a scholar-consultant, I did not participate in selecting my assigned organizations. The faculty and the DBA Consulting Capstone program coordinator made the selection based on organization's eligibility and my professional background. By working with the senior leaders of the participant's organizations who had intimate knowledge of the marketing strategies, I collected rich and in-depth working knowledge of the organization's strategic plans, social media marketing results, securing and maintaining resources, documentation, and provided relevant historical information.

As noted, my assigned organization completed a vetting process conducted by Walden University DBA Consulting Capstone administrators. As part of the research agreement process, the required forms received approval from Walden University's IRB before I contacted the organization to collect organizational data. Upon receiving IRB approval, the first contact was made with the Executive Director via email outlining the data collection procedures, voluntary nature of the study, risks, and benefits of being in the study, privacy guidelines, and point of contact for questions.

After finalizing the research procedures and contact information, I scheduled data gathering meetings with the NPO's executive director. Data gathering included reviewing the organization's website and other internal document provided by the organizational

leaders. Additionally, I received access to their marketing documentation and marketing meeting minutes. Regular meeting dates, times, and data gathering were established during the first few meetings with the executive director. The qualitative research method and action-project method correlate in gathering data via recording, creating transcribed data, and presenting that data to the participant (Young et al., 2021). Follow-up semistructured interviews included the executive director and were later transitioned to a board member who formerly served as the organization's board chair. The interview procedures allowed for Baldrige Excellence Framework (BPEP, 2019) seven performance criteria data gathering using different methods, including scheduled conference calls, Zoom meetings, and questionnaires. In addition, study participants provided access to the organization's strategic plans, Google drive, financial data, and archived organizational documents.

A working relationship was established with the participant by exchanging information on our role in the process and professional background. A healthy work relationship is established with mutual respect, an understanding of roles, and optimizing open and innovative communication strategies (Aphane et al., 2020). To further nurture the working relationship, I conducted an ongoing verbal and written review of the information gathered and completed revisions as needed to optimize clarity during the data gathering process. In addition, the process of an ongoing review provided this researcher an opportunity to ensure the validity and accuracy of the organization's data.

Research Method and Design

Research Method

As per Walden's University guidelines for the Consulting Capstone, I conducted a qualitative single case research study. After reviewing the different research methods, quantitative, mixed, and qualitative, I determined that the qualitative research method was the most appropriate for this study. Researching using qualitative research methods collects and analyzes data provided by study participants (Mohajan, 2017). Therefore, researchers who conduct qualitative research can acquire significant information on participants' perceptions and experiences (Ezer & Aksüt, 2021). For the remaining paragraphs, I discussed in detail qualitative, quantitative, and mixed method considerations.

Using the qualitative research methodology, I acquired data on the social media marketing strategies used by nonprofit leaders in one organization. Qualitative research is grounded in using words to describe participants 'perception, engagement, and evaluation of a phenomenon (Merriam & Tisdell, 2016). When conducting qualitative research, the researcher acts as the primary data collection instrument and analyzes and collects data from participants. Data were obtained in this qualitative research from using interviews, questionnaires, and historical information. Moreover, qualitative researchers use an analytic framework that incorporates many techniques to analyze data; at its core, researchers can identify themes and patterns from the data acquired (Ravitch & Carl, 2019). Considering all the aspects of qualitative research method, it provided a comprehensive understanding of nonprofit leaders' experiences and marketing strategies.

Therefore, qualitative research meets the objective of the research question and was the appropriate method for this study, unlike quantitative or mixed research, which was not an appropriate method.

Quantitative research methodology involves elements that do not support the purpose for this research. Essentially used to test hypotheses, quantitative research is commonly used chiefly for statistical research questions and to measure variables (House, 2018; Rahman, 2017). Strijker et al. (2000) also postulated that quantitative research is best used to collect statistical data and is not used to collect data on people's perceptions and motives. Data gathered in this research provided a limited amount of historical quantitative data and statistical components. However, the data were not used to reveal statistical comparisons or results regarding the organization's marketing strategies. Moreover, the study aimed to educate leaders on marketing strategies used by nonprofits in contrast to the measuring variables. As a result, the quantitative research method did not meet the objective of increasing the reader's knowledge of marketing strategies and was determined not to be appropriate for this study.

Mixed method combines quantitative and qualitative research into one methodology. Data collection can be challenging with the quantitative research method; by choosing mixed method, the additional data from the qualitative research minimizes this challenge and provides a complete picture (Strijker et al., 2000). Mixed method provides the advantages of collecting statistical data and collecting participant's perceptions while minimizing the disadvantages of using only a quantitative or qualitative approach (McKim, 2017). Thus, mixed method provides a more holistic view

of the evidence, providing a more comprehensive range and more extensive detail (Alavi et al., 2018). Although there are some valid reasons for conducting a mixed method research study. This method was not appropriate because the research question could be answered using qualitative methods and did not involve working with independent and dependent variables. Furthermore, conducting a mixed method study would not have complied with Walden University Consulting Capstone guidelines.

Research Design

Conscientious researchers explore several design options before selecting one, and for this study, ethnography, phenomenology, single case study, and multiple case study were vetted. Ethnography design is commonly used in research in the social and community target areas (Jamali, 2018). Ethnography design is also used in the areas of culture, groups, life observation, behaviors, and various methods of information exchanges. Furthermore, in ethnography, information is gathered from communications with groups instead of selected independent individuals; in addition, information is imparted as the research progresses and may cause the original focus to change (Walford, 2018). The scope of participants for this study included two senior leaders within one NPO with the sole purpose of acquiring knowledge on marketing strategies. Therefore, ethnography was not appropriate for this study because it did not involve groups or scope flexibility.

Phenomenological researchers explore the individual perceptions of the world and constructs one universal essence from several different individual's experiences (Mathotaarachchi & Thilakarathna, 2021). Phenomenology and ethnography both explore

groups of individuals; however, ethnography is used for social and community research, and phenomenology is primarily used in research related to literacy, education, and individual lived experiences (Jamali, 2018). The research scope for this study included two senior leaders within one NPO and did not include their lived experiences. For this reason, phenomenology was not chosen as an appropriate design for this study. Last, phenomenology findings are to provide a universal meaning. The findings of this study were to identify essential strategies and processes to remain sustainable, reinforcing that phenomenology design was not appropriate for this study.

As outlined in Walden University Consulting Capstone Doctoral Study under *elements of the purpose statement*, for qualitative research method, single case research was required and thus, selected for the design of this study (see Walden University, 2019). Researchers may choose a single case study as their approach to acquiring knowledge when the result's findings are easily understood, valid, and reliable (Lavefjord et al., 2021). Single case study design is sensitive to change and gives prominence to continuous quantification (Thompson et al., 2021), while providing the tools that support conducting a valid and reliable study. Moreover, Single case study design is sensitive to change and gives prominence to continuous quantification (Runfola et al., 2017). Taking into consideration all factors, single case design was the best choice as the appropriate research design for this study.

In addition to considering single case study design, multiple case study design was also considered during the decision-making process. Multiple case study analysis compares similarities and differences on several cross-reference cases (Ridder, 2017).

Multiple case and single case are similar and different in several ways. One obvious difference is single case study researchers gather data from one case, and multiple case study researchers gather data from several cases (Yin, 2018). Multiple case study is used when more than one case is used within the scope and provides a broader discovery of theoretical evolution (Yin, 2018). The scope of this study was one NPO. Therefore, based on the vetting of ethnography, phenomenology, single case study, and multiple case study, single case study was best suited as the appropriate research design for this project.

An insightful qualitative research study embodies several determinants; data saturation is one of many. Data saturation is reached when data discovery on a research question does not yield new findings. Equivalently, saturated data sets possess the necessary information on a research question; and further acquisition of more data will not provide more information (Lowe et al., 2018). The process used to reach data saturation for this study included two senior leaders who possessed the experience and knowledge to respond to the research question: What marketing strategies do nonprofit leaders use to remain sustainable? Data obtained to reach saturation can be elicited from interviews, reports, samples, theoretical considerations, and other variances (Fofana et al., 2020). To meet the threshold of data saturation for this study, I reviewed and obtained historical and current information via interviews, Google drive, funding support applications, the organization's website, organizational documents supplied by the senior leaders, social media posts, GuideStar reports, financial reports, and several Google searches. The member checking process validated all information. As an additional measure, the senior leaders followed-up with other leaders in the organization to be sure

nothing had changed without their knowledge. As stated previously, data saturation occurred when this researcher no longer received new data from the study participants.

Population and Sampling

Sampling Method

The population for this study included two senior leaders from ABC Organization whose job duties included overseeing social media marketing strategies. Selecting participants for a research study is a finite process that uses specific selection criteria. Hall and Earley (2019) advised researchers to set a goal to produce a relevant study that is influential and provides valuable knowledge to the targeted population. Achieving this goal requires researchers to choose a germane sample population for their research study question (van Rijnsoever, 2017). For this study, purposive sampling was used to determine the sample population.

Purposive sampling aligns the sample with the research objective and brings rigor and trustworthiness to the research data and findings (Campbell et al., 2020). Researchers have found that purposive sampling techniques yield manageable data for easy analysis (Ames et al., 2019). Purposive sampling is an appropriate and widely used sampling methodology in qualitative research for participant selection. I was able to apply specific selection criteria to produce the sample used in the study (see Palinkas et al., 2015). Two senior leaders were sampled and chosen as participants after applying the following selection criteria: (a) senior-level leaders, (b) marketing strategy knowledge, and (c) signed consent to participate in the study. This purposive sample did not include senior leaders within the organization who did not meet the selection criteria. Yin (2018) stated

in qualitative research sample size is often three to eight participants. Although the sample size for this study was less than the usual size, rich and thick data were still collected.

Sample Size

An insufficient sample size threatens the validity of a study's results (Vasileiou et al., 2018). The sample size for this study consisted of two nonprofit executive leaders from ABC Organization who were well versed in the marketing strategies and provided historical marketing plans and results. Moreover, the composition of ABC organization did not avail other resources that were senior leadership with the specialized expertise related to this single case study. Nevertheless, as stated previously, the data provided was information-rich and addressed the marketing strategies used by ABC Organization leaders and therefore was adequate and did not threaten the study's validity. Additionally, the sample size is essential to researchers because of the requirement in qualitative research to achieve data saturation.

Data Saturation

I used adequate sampling in the research study to achieve data saturation. According to Alam (2020), data saturation refers to information redundancy. Researchers must pay close attention to the data to notice when data saturation is reached. I used two techniques to reach data saturation. The first technique involved the ongoing review of data obtained in the interview and checking the data with the participants in the member-checking process. Belotto (2018) suggested that the researcher search for themes using thematic coding procedures during the data review process. The second technique used to

achieve data saturation involved reviewing the organization's website, internal

documents, and social media platforms. Gathering data from different sources helped

increase the volume of data collected and provided a steady stream of information for the

senior leaders to verify and expand upon. Qualitative research commonly measures data

saturation by the information gathered and the relevance to the research question (Lowe

et al., 2018). According to Roy et al. (2015), researchers may have trouble providing

evidence of data saturation. Following the rigors of research, I attest that data I reached

saturation when I received redundant information, and further information obtained was

not relevant or related to the research question.

Interview Setting

I used semistructured interviews to gather data for this qualitative study. The

semistructured interviews with the ABC Organization executives occurred via conference

call or using the Zoom meeting platform. According to Dikko (2016), the setting of an

interview must be conducive and convenient to facilitate the exchange of information.

Participants had direct control over the interview setting and most commonly chose their

private office for the Zoom meetings. Researchers can effectively conduct interviews

using internet-based platform (Oates, 2015). To further provide a secure and private

interview setting, meetings were not recorded without the participant's permission.

Additionally, the line was always monitored to prevent uninvited guest from entering the

meeting. When conducting semistructured interviews, Husband (2020) postulated that the

interview setting must support ethical principles that apply to human subjects, their

protections, and their privacy. Although, I did not have direct control over the interview

setting, the participants intuitively selected appropriate interview settings that did not require my intervention or correction.

Ethical Research

Walden University guidelines required approval from the Institutional Review Board (IRB) before proceeding with a university sanctioned research study (Walden University, 2019). IRBs were established to provide ethical oversight to research and establish systematic guidelines (Douglas et al., 2021; Osborne & Luoma, 2018). Walden University IRB approvals state that scholar-consultants must follow all guidelines, which include obtaining written consent and protecting participants from harm (Walden University, 2019). Douglas et al. (2021) reiterated the importance of informed consent within the research process. Failure to obtain informed consent poses ethical problems and may hinder the completion of the study (Douglas et al., 2021). ABC Organization leaders completed Walden University informed consent procedures prior to initiating data collection. During the informed consent process, organizational leaders received information explaining that participation in the research was voluntary and would not receive compensation or any incentive in any form for participation in the study. Additional IRB guidelines stated that before doctoral studies reach the final publication stage, they must contain an IRB number. My IRB approval number was #10-08-18-0752149. Walden University (2019) IRB guidelines aligned with the guidance published in the Belmont Report (see NCPHSBBR, 1979).

The Belmont Report provides research guidelines that help protect research participants from harm. To follow the ethical principles as outlined in the Belmont

Report, researchers must adhere to three principles: (a) respect for persons, (b)

beneficence, and (c) justice (NCPHSBBR, 1979). Respect for persons is maintained by

allowing autonomy and protecting those individuals who cannot establish their own

autonomy (NCPHSBBR, 1979). All participants in this study received respectful

treatment, were fully informed, and were given the autonomy to opt-out of the research

without any associated penalties. Adhering to the beneficence principle requires

researchers to protect participants from harm and ensure their wellbeing (NCPHSBBR,

1979). In this research study, participant safety was of paramount importance, as was

their anonymity. To honor the beneficence principle, participants answered interview

questions using Zoom as the secure meeting platform. During the interview, participants

were monitored for signs of any emotional or physical distress which none were

presented. If any signs or symptoms of distress were presented, the interview would have

been terminated. Justice in research refers to benefits and burdens in conducting research

and in being a research participant (NCPHSBBR, 1979). Justice concepts further

expanded into meaning equal and unequal treatment to address the unethical treatment of

racial groups, ethnic groups, or religious groups. The justice principle, if adhered to, will

prevent the reoccurrence of unethical research such as the Tuskegee syphilis study

(NCPHSBBR, 1979). In this study, to honor the justice principle, I made sure to adhere to

the participant selection criteria as outlined by the Walden University Consulting

Capstone program. Participants selected for this study were senior leaders employed in

ABC Organization who had knowledge of social media marketing strategies. The leaders

will receive a copy of the final doctoral study, which will contain information that may

benefit the organization and society. Hopefully, the leaders will learn valuable information from the findings and recommendations that will help improve organizational sustainability. To reiterate, the procedures used throughout the research process followed IRB guidelines and the principles contained in the Belmont Report.

As part of IRB guidelines, I obtained informed consent from organizational leaders via email. Once participants finalized consent, I scheduled semistructured interviews and received access to organizational documents to gather organizational data. As mentioned previously, I used an interview protocol with each interview to standardize the approach and ensure participants were fully informed of opt-out procedures. During the interview, participants received a brief explanation of the purpose and benefits of the research and how to withdrawal. I explained if at any time, the participant chose to no longer volunteer for the study, the participant could withdraw without penalty by notifying me or by contacting Walden University via email, telephone, or available online meeting application. Dotolo et al. (2017) noted fewer participant dropouts if they feel informed about the research purpose and benefits.

Other precautions taken to ensure confidentiality and privacy included assigning each participant a pseudonym indicated in the manuscript as Participant 1 and Participant 2. Yu et al. (2021) mentioned that using pseudonyms is a way to protect client privacy. Allen and Wiles (2016) also mentioned that using pseudonyms in qualitative research is an acceptable practice to maintain confidentiality. This manuscript does not contain any information that could identify the organization. As a precaution, I de-identified the organization's brand and searched the internet to ensure that terms within the manuscript

would not link back to the organization. Protecting an organization's personally identifiable information provides privacy and is necessary legally and ethically (Alnemari et al., 2019). To further protect the privacy of the client, I assigned a pseudonym (ABC Organization) to the participant's organization in addition to Participant 1 and Participant 2 for the organization's leaders. To maintain data security, documents stored on my computer contained password protection, and Zoom and Microsoft Teams meeting security and privacy standards were applied. As part of the data security plan and to comply with Walden University guidelines, data will be stored for 5 years and then destroyed.

Data Collection Instruments

In qualitative research, researchers must make decisions that guide the research process. Deciding which data collection methods are appropriate for the study are critical decisions for all researchers to make. Korstjens and Moser (2017) stated the most used data collection methods are participant observations, participant interviews, and focus group discussions. Qualitative researchers such as Cypress (2017) noted that researchers are the primary data collection instrument during data collection. As the primary researcher for this qualitative single case study, I was responsible for making research decisions and served as the primary data collection instrument.

Data collection regarding ABC Organization's social media marketing strategies consisted of reviewing the organization's website, organizational data such as financial reports accessed through the organization's Google drive, social media postings, GuideStar reports, and participant interviews with the senior leaders. Qualitative

interviews provide researchers an opportunity to gather rich data that details the

participant's experience with the subject matter (Majid et al., 2017). Majid et al. (2017)

mentioned that participant interviews are one way for the researcher to obtain the

participant's perspective. As part of the interview process, I conducted virtual

semistructured interviews using Zoom as the primary communication platform. In

addition, I conducted telephonic interviews as needed. The flexibility of semistructured

interviews created opportunities for the data collected to direct the research outcomes

(Husband, 2020). Additional steps in the interview process included using a detailed

interview protocol to ensure each participant's interviews were standardized (Appendix).

In addition to making sure the participant interviews were standardized, as the primary

researcher collecting data, it was my responsibility to follow rigorous research protocols

to ensure reliability and validity in my research study.

 As previously mentioned, I used an interview protocol, methodological

triangulation, and member checking to enhance reliability and validity in this research

study. Rose and Johnson (2020) argued that qualitative researchers should not get bogged

down trying to prove the reliability and validity of their research; instead, they should

focus on demonstrating the trustworthiness of their research process. Tobin and Begley

(2004) stated that confirmability is a criterion of trustworthiness and attests that the

researcher does not fabricate data collected and obtained from a reliable source.

Techniques often used to increase research reliability include but are not limited to

allowing participants to review recordings and transcripts for mistakes, documenting

research procedures, and assigning themes and codes that convey clear meaning (Rose &

Johnson, 2020). As part of my efforts to follow the guidance of experienced researchers, I used these same research procedures.

Data Collection Technique

Qualitative researchers have the freedom to choose appropriate data collection techniques to gather data that relates to the research question. When collecting data, qualitative researchers can choose from several data collection techniques such as interviews, a document study, and observation (Wiresna et al., 2020). For this qualitative single case study, the data collection techniques used were semistructured interviews, website review, review of comparative data, document review, and questions from the 2019 version of the Baldrige Excellence Framework (see BPEP, 2019).

A questionnaire was created from the Baldrige Excellence Framework (BPEP, 2019) to assess the organization's strengths and opportunities for improvement. Using the Baldrige Excellence Framework, organization website review, comparative data, and review of organization internal documents helped to gather additional information about ABC Organization enough to sufficiently evaluate them against the seven Baldrige Excellence Framework pillars of highly successful organizations, which include Leadership, Strategy, Customers, Workforce, Operations, Measurement, Analysis and Knowledge Management, and Results. Additionally, the organizational leaders provided information in semistructured interviews conducted using Zoom as the meeting platform to answer the research question "What traditional and social media marketing segmentation strategies do nonprofit leaders use to obtain funding from their target

audience to remain sustainable?" Incorporating the previously mentioned techniques to collect data created advantages and disadvantages in the research process.

Data Collection Techniques Advantages and Disadvantages

Research results demonstrate three advantages of using semistructured interviews to gather data: the technique affords endless possibilities of gathering data, it can be used despite having limited resources, and the participants can provide information freely (DeJonckheere & Vaughn, 2019; Trepáčová et al., 2020). Another advantage of using semistructured interviews for data gathering is that the researcher can clearly understand the data gathered (Schafheitle et al., 2020). In the data gathering process using semistructured interviews, the senior leaders in ABC Organization provided a robust amount of data that helped me gain in-depth knowledge of how the leaders plan and execute their marketing strategies to deliver sustainable results. Semistructured interviewing worked well for this study but was not without disadvantages.

Significant disadvantages for using the semistructured interview data collection technique is related to the researcher's experience with the technique and the technology platform used for the interviews. Researchers may find semistructured interviewing intimidating or difficult if they are unfamiliar with the technique (DeJonckheere & Vaughn, 2019). Becoming a skilled interviewer comes naturally for some; for others, it requires practice to conduct an ethically sound interview (M. Y. Lee, 2021). Moreover, the amount of effort extended is great and time-consuming when conducting a semistructured interview (DeJonckheere & Vaughn, 2019). Conducting a skilled semistructured interview is challenging for some researchers but factoring in

technological difficulties and the need for proficient technological skills can create disadvantages for the researcher.

Zoom was the technology platform primarily used to facilitate the semistructured interviews used as one of the data gathering techniques for this study. Zoom yields many of the same advantages as face-to-face interviews; however, one major disadvantage is that it does not allow the researcher to observe body language cues and other nonverbal gestures used in communication (Eman, 2021; Lo Iacono et al., 2016). Furthermore, when using Zoom, one must do careful planning and scheduling to reduce the risk of media failure and stay abreast of the rapid technological changes (Archibald et al., 2019; Barrett & Twycross, 2018). Despite the disadvantages, I discovered that just as Archibald et al. (2019) stated, Zoom was cost-effective, provided a secure space for recording and storing data, and was easy to use. During the data collection portion of the research study, researchers must ensure the data they collect is accurate and represents the participant's intent.

Data Collection Techniques and Accuracy

I used methodological triangulation and member checking to guarantee the accuracy of the data collected in this research study. Methodological triangulation ensures that researchers collect rich data with depth (Fusch et al., 2017). According to Denzin (1978), methodological triangulation refers to obtaining information from multiple sources, helps mitigate researcher bias, and serves as a method to determine the accuracy and validity of the data collected. Methodological triangulation in this study occurred by examining internal documents, checking information against data found on

the organization's website, confirming data on the organization's social media sites, and asking the organizational leaders questions. Using multiple sources of data availed rich and thick data and check the data in multiple places and then ultimately verifying the data with the organizational leaders. Member checking was another process I used to ensure data accuracy and validity.

Member checking is the process qualitative researchers often use to double-check the information they obtained from semistructured interviews. Candela (2019) argued that member checking allows the researcher to produce an accurate and valid research study. Member checking can be performed in different ways. Some researchers 'member check by asking the participant to read transcribed data and provide comments or corrections (Brear, 2019). Brear (2019) also mentioned that it is possible to perform member checking by conducting follow-up interviews, providing preliminary findings in a visual presentation, and discussing the information with the participant. Zairul (2021) argued against member checking in favor of using Asking, Record, and Confirm (ARC) data validation strategies. Zairul mentioned that because of the time it takes to transcribe data and present it to the participant for review, the data were frequently misinterpreted, or the researcher had lost chunks of data. I used traditional member checking procedures for this research study and coincidently used portions of the ARC method. After I conducted the semistructured interview, I summarized the information and then reviewed it with the senior leaders of ABC Organization. If corrections were needed, they were made following the member checking conversation and review. Member checking occurred using the ARC method as well. During the process of interviews, when the

senior leaders would answer questions, I would ask follow-up questions to determine whether I heard the information correctly. Additionally, the Zoom application allowed me to create an audio recording of the interview and hand record notes. Information obtained was confirmed with the senior leaders prior to concluding the interview. Traditional member checking and ARC allowed me to confirm the accuracy and validity of the information collected using semistructured interviews as the primary data collection technique. Ensuring data validity was one of the many considerations for researchers when planning and conducting a research study. Some considerations start before data were collected. One such consideration was whether a pilot study is needed.

Pilot Study Consideration

Another vital decision researchers must make when beginning the data collection process is whether a pilot study should be conducted. Malmqvist et al. (2019) mentioned that qualitative researchers might be neglecting a vital research process by not examining the usefulness of conducting a pilot study. Researchers often use pilot studies to determine the efficacy of the research instrument they intend to use (Malmqvist et al., 2019). Khan et al. (2020) stated that pilot studies are a type of feasibility study designed to determine if an entire study should be conducted or if the study should be conducted on a smaller scale, or perhaps, not at all. Lowe et al. (2018) mentioned that pilot studies provide the research with smaller-scale evaluations that help guide research decisions. I did not decide to conduct a pilot study for this research because I was not seeking to determine the efficacy of a research instrument nor was, I trying to determine whether to conduct a smaller scale study. Walden University DBA students are bound by IRB

approval to conduct a qualitative single case study using a standardized research protocol and the Baldrige Excellence Framework. Therefore, a pilot study was not appropriate for this research study using ABC Organization as the object of the case study. Although I considered pilot study an option, it was deemed not congruent with university rules.

Data Organization Techniques

Data organization is essential for keeping research studies on track and aiding in the presentation of the final study findings. Methodologically tracking data from the outset helps ensure the information was recorded correctly (Antonio et al., 2020; Fusch et al., 2017). The data organization techniques used for this study included compiling handwritten notes, storing information digitally on my computer's hard drive and my Google drive, as well as creating research folders that contained printed materials and research folders that contained electronically submitted data. The data obtained from the organization was organized based on the seven Baldrige Excellence Framework categories, and the data were stored electronically on my personal laptop computer using the methods previously described. The handwritten notes in my journal consisted of questions; my synthesis of the data gathered from interviews, organizational data, and outside sources; what corresponded; and did not correspond during the member checking. I also noted in the journal the different processes I used and a continued review of research questions to ensure the data collected were germane to the study. Using a research journal in qualitative research can clarify the research, conceptual framework selection, and create transparency (Ortlipp, 2008). Creating data repositories arranged in folders helped create a logical filing system that can be organized thematically and

chronologically (Antonio et al., 2020; Levitt et al., 2018). Using Zoom as the semistructured interview platform also aided in following a systematic process for organizing data because the Zoom interviews were automatically transcribed and could be easily saved and stored on my local hard drive. The Zoom platform was chosen because of its ease of use for the client and its ability to provide a secure means to gather and store data. In addition, Zoom is excellent for researchers to use as a real-time audio and video platform, no additional software was needed, the meeting could be accessed using several types of devices, document sharing was available for all parties, and it created a secure environment for all parties with password-protected meetings (Dogruel & Joeckel, 2019; Gray et al., 2020; Lobe et al., 2020).

To further protect the client and the integrity of the study, the data collected, video meeting recordings, financial information, transcripts, and other shared documents will be stored for 5 years. After which aligning with Walden University's data retention protocol, the data collected pertaining to this study will be destroyed appropriately (see Walden University, 2019). As part of my ongoing responsibility during the research process to organize and secure data and maintain privacy, I created a pseudonym for the client organization (ABC Organization), and all personally identifiable information was redacted from all documentation.

Data Analysis

One of the research decisions that must be made when conducting qualitative research is the data analysis approach. There are several different data analyses approaches appropriate for qualitative research, which include content analysis, thematic

analysis, grounded theory, as well as conversation and discourse analysis (Archer, 2018).

Methodological triangulation is an additional method often used by qualitative research

to analyze data obtained in qualitative research (Denzin, 1978; Fusch et al., 2017). One of

the data analysis approaches used for this qualitative case was methodological

triangulation. Methodological triangulation was appropriate for this study because I was

able to obtain data from several different sources including organizational data, data from

the organization's website, and data obtained from semistructured interviews.

Methodological triangulation involves using multiple sources to corroborate the accuracy

of the information collected (Baker et al., 2018). Triangulation supports using multiple

methods and helps the researcher establish validity, reliability, credibility, transferability,

and confirmability in qualitative research (Abdalla et al., 2018). Using methodological

triangulation coupled with thematic analysis helped to provide a thorough analysis of the

data obtained from ABC Organization leaders.

Once the accuracy of the data had been validated using methodological

triangulation, the next step in my data analysis process involved reviewing the data using

thematic analysis to find key themes and codes. Thematic analysis is frequently used in

qualitative research to identify patterns and themes from raw data collected from

qualitative methods (Castleberry & Nolen, 2018). Performing word counts and keyword

identification can be included in a qualitative data analysis (Sechelski & Onwuegbuzie,

2019). Some researchers opt to complete their thematic analysis using manual processes

and some researchers opt to use computer software to assist them with analyzing themes.

I completed the data analysis for this study manually without using qualitative analysis software.

Researchers performing analysis without using qualitative analysis software may find it difficult to find common themes if they are attempting to analyze large quantities of data which is why it is essential for the researcher to identify and use a systematic approach. Lester et al. (2020) mentioned that there are many ways for researchers to analyze qualitative data. I used Yin's 5-step approach to analyze the data after completing methodological triangulation to verify its accuracy. Yin's 5-step analysis approach involves compiling the data, disassembling the data, reassembling the data, interpreting the data, and then drawing conclusions about the data (Yin, 2018). Arriving at the key themes resulted from using a systematic approach following the 5 steps in Yin's analytical method.

The first step in Yin's 5-step qualitative data analysis process is compiling data. According to Yin (2018), researchers can collect data from multiple sources. As mentioned previously, I collected data from multiple sources including document reviews, website reviews, and by conducting semistructured interviews. Additionally, the Baldrige Performance Excellence Program provided an additional means to gather data about ABC organization by providing questions for the organizational leaders to answer. After compiling the data, the next step in Yin's process is to disassemble the data.

Disassembling qualitative data involves reviewing the information looking for common themes and codes. For this study, I performed manual coding and thematic

analysis to identify the common themes within the data and to develop the codes. Some researchers use computer aided programs such as NVivo or Leximancer to help with coding and thematic analysis. Wilk et al. (2019) mentioned that the visual analysis capabilities of each program can help researchers assign sense to the data. Computer aided thematic analysis was not used for this study, the data were hand coded as previously mentioned. Williams and Moser (2019) mentioned that computer software aids the coding process and makes it easier, but it is the responsibility of the researcher to construct meaning from the data. The software reassembled and interpreted the data, and the researchers can construct meaning from the data by drawing conclusions.

Assigning meaning to data can be extremely challenging for inexperienced researchers. Researchers working to reassemble and interpret their data should refer to the research question to ensure relevance. Linneberg and Korsgaard (2019) mentioned that keeping the research question in mind is essential to assigning meaning to the data. In the final phases of the data analysis process, I reviewed the data to ensure that the research question was answered and to ensure that rich and thick organizational data had been obtained. During the review process, I was able to synthesize data, interpret, and create meaning from the data. Soilemezi and Linceviciute (2018) mentioned that data synthesis and drawing conclusions is important and represents the final step in the research process. My data analysis process concluded with interpreting the data, assigning meaning, and making recommendations to ABC organization leaders about ways to improve upon their social media marketing strategies. I used thematic analysis to identify patterns and themes based on the conceptual framework STP model theory;

germane academic literature, recent and past; the 2019-2020 Baldrige Excellence Framework; and any additional data that further the advancement of the knowledge on this study's research question.

Reliability and Validity

Reliability

Establishing reliability and validity in a qualitative study creates soundness, the research's appropriateness, and credibility and trustworthiness. While reliability is about ensuring that the research is sound, reliability is not based on statistical calculations as qualitative research is; however, both types of research have moral and ethical codes to follow (Sevilmiş & Yildiz, 2021). In a qualitative research study, the executions of several techniques establish reliability and validity; these techniques include member checking, triangulation, data saturation, and data trustworthiness, to name a few (Rose & Johnson, 2020). For this study, I executed the noted techniques. In addition, the executions of other techniques established credibility, transferability, and confirmability. Thus, including all these techniques assured that the study results accelerate social change by advancing knowledge in marketing segmentation, especially as it related to NPOs.

To strengthen the reliability of this study, I used an interview protocol to collect data from the ABC organization, and I elevated the accuracy by using methodological triangulation, coding, and member checking. Using the interview protocol helped establish a systematic approach that other researchers could replicate if they expanded upon this research or conducted a similar study. Additional steps taken to standardize the

research approach included creating an agenda, sending the interview questions to the

participant prior to the interview, and recording the interview for later review.

Additionally, for any secondary interviews, follow-up questions were reviewed with the

participant to ensure the essence of the interview was accurately captured, which is a

technique that is considered part of member checking. Reviewing recordings and

transcripts for mistakes increases reliability (Rose & Johnson, 2020). To further secure

reliability, I used methodological triangulation coupled with thematic analysis to promote

the establishment of validity, reliability, credibility, transferability, and confirmability

(Abdalla et al., 2018). In essence, as the primary researcher, I had a duty to follow

rigorous research protocols to ensure reliability and validity in my research study. To

ensure dependability and accuracy I incorporated methodological triangulation, transcript

review, thematic analysis, and data gathered from interviews, organizational data, and

questionnaires was synthesized and member checked with the participants.

Validity

One of my primary focuses was to ensure accuracy and veracity in the data

collected for this study to validate my research. Mohajan (2017) referenced validity

primarily in the context of quantitative research and described it as the ability to ensure

accuracy of measurements. Spiers et al. (2018) referred to validity in qualitative research

choosing appropriate data to be used in the research study. In the context of this study, I

established validity by making sure to include appropriate data.

One can accomplish validity by establishing credibility, transferability, and

confirmability. For this study, to ensure the accuracy and veracity of the data collected, I

used member checking, acquired data from multiple sources, and a sample-sized that was sufficient not to threaten the validity of this study's results (Vasileiou et al., 2018). The sample size for this study consisted of executive leaders from ABC Organization well-versed in the marketing strategies. Implementing the noted techniques created a sound foundation for the validity of this study.

Moreover, the synthesized summary reports were reviewed by ABC leadership to ensure current and past information accuracy. Researchers that carry out detailed member checking produce an accurate and valid research study (Candela, 2019). Last, I used several data sources: interview recordings, organizations' documents, websites, Guide Star reports, and financial reports. Obtaining information from multiple sources and methodological triangulation diminishes bias and verifies the data accuracy and validity (Denzin, 1978). Moreover, to further ensure the validity of this study, several other techniques were implemented to establish credibility, transferability, and confirmability.

Credibility

Ensuring credibility in qualitative research is to understand that the research findings is plausible, appropriate, and trustworthy. Rose and Johnson (2020) argued that establishing trustworthiness in qualitative research is a higher priority than establishing reliability and validity. To guarantee the study's findings were plausible, appropriate, and trustworthy, I conducted a thorough review of the documentation gathered from organizational leaders, the organization's website, other related information, and the literature and used methodological triangulation, member checking, and transcript review. Credibility can be established by methodological triangulation and member

checking that invites the client's full participation in the study (Abdalla et al., 2018; Iivari, 2018). In addition, credibility is aligned with establishing accuracy in the finding and conclusion and can be established by reviewing client data and prior literature (Liao & Hitchcock, 2018). Moreover, credibility and trustworthiness measure confirmability and that data are not fabricated and collected from valid sources (Tobin & Begley, 2004). Credibility in a study creates trust and increases the likelihood of the transferability of the research findings.

Transferability

Transferability in research means that the findings are relatable to other circumstances, conditions, or ideas. Transferability is essential to qualitative research because it expands the breadth of the research and uses the concepts and findings in other areas (Smith, 2018). Maxwell (2021) postulated that transferability is determined by the reader or future user of the findings. Transferability is created by providing detailed information on data, how the research was conducted, the setting, sample size, interview process, demographic, and other relevant details that will aid the reader (Korstjens & Moser, 2018). For this study, I created a foundation for transferability by providing details on the data sources, interview protocol, sample size, the demographics, the different techniques used to acquire and validate data, the interview setting, research methods and design, and the analysis technique. As a researcher, my responsibilities included providing thick, meaningful evidence applicable and transferable for the reader (see Munthe-Kaas et al., 2019). The techniques used during the study, such as member checking, data saturation, and interview protocol, amplified the possibility of transferring

the findings into other applicable areas; providing the details, as mentioned, arms the reader with information to make a transferability judgment which can also enhance the confirmability of the study.

Confirmability

Confirmability in qualitative research is research that can be confirmed or substantiated by others. Establishing confirmability is accomplished by documenting a transparent path that reflects the decisions made, meetings, and tools used that provide an audit trail of the research process (Korstjens & Moser, 2018). For this study to create a transparent audit trail, I asked inquiring questions during interviews, used methodological triangulation, and conducted ongoing member checking and documented in a reflexive journal. Confirmability can be acquired through triangulation and presenting an accurate account of the data received from the participants (Abdalla et al., 2018; McInnes et al., 2017). Researchers that use triangulation and conduct rigorous research mitigate bias and produce thorough research findings (Clark & Vealé, 2018; Steenland et al., 2020). Considering the many techniques used in this study, which included reaching data saturation, other researchers should be able to confirm and substantiate this research.

Data Saturation

Data saturation is reached during the data collection process when information becomes redundant, and no new information is obtained. Specifically, any additional time spent in the discovery process will not provide new information and only yield information redundancy (Alam, 2020; Lowe et al., 2018). Data saturation was reached in this study using the triangulation process of multiple data sources, which were

semistructured interviews, historical and current organization information, financial reports, and several google searches. Acceptable media to reach data saturation include interviews, reports, samples, theoretical considerations, and other variances (Fofana et al., 2020). After the data were thoroughly reviewed and semistructured interviews were completed, I received no new information and concluded that data saturation had been reached.

Transition and Summary

The purpose of this qualitative single case study was to explore the traditional and social media marketing segmentation strategies used by nonprofit leaders to obtain funding from their target audience to remain sustainable. As the primary data collection instrument, it was my primary responsibility to maintain rigor and credibility. Moreover, as the researcher, credibility, transferability, and confirmability are directly related to my work as the primary data collection instrument. Therefore, I incorporated measures to minimize errors not to endanger the study's reliability, validity, and integrity. The course of action I executed to warrant the integrity included methodological triangulation, conducting semistructured interviews, reviewing transcripts, member checking, using an interview protocol, and reviewing organization documentation and data. Principles from the Baldrige Performance Excellence Program (BPEP, 2019) and the Belmont Report criteria were also used to guide the data and protect the client. Purposeful sampling was used in the selection of the two senior leaders of the ABC organization, and the rich, detailed data collected was of high quality until data saturation was reached.

During this process, I collected data from semistructured interviews conducted via zoom and conference calls, questionnaires, historical information, the organization's strategic plans, google drive, GuideStar reports, and financial data. In addition, using thematic analysis, I review the data acquired to find critical themes and codes. To protect the integrity of the study, I used member checking and methodological triangulation. Moreover, to protect the client, I followed the Belmont Report criteria on ethics and the protocols, which are to be fair and just to each of the leaders, protect their identity, and protect the organization's privacy.

In Section 3, I analyze the data collected and prepare a detailed evaluation of my findings for the ABC Client. My evaluation included application of the Baldrige Excellence Framework performance criteria on leadership, strategy, customers, workforce, operations, measurement, analysis and knowledge management, and results. In addition, I include future research recommendations, client recommendations, and implications for social change.

Section 3: Organizational Profile

ABC Organization is a NPO located in the upper Midwest region of the United States. Formed in the 1980s, ABC Organization was unique, bringing together people from all levels of society, gender identity, and expression to create gender consciousness and social change through music. Established under the principles of creating an environment of inclusivity and uniting communities in the Midwest, its members and volunteers continue to dedicate thousands of hours each year to support its mission of bringing people together and positively changing the environment using music as the nexus.

Key Factors Worksheet

Organizational Description

ABC Organization is a 501(c)3 organization located in the Upper Midwest region of the United States. It was formed in the late 1980s and one of the largest choruses in the Upper Midwest regions focused on social awareness for the LGBTQ+ community. ABC Organization works to inspire innovation while using their voices in song, to raise awareness about social acceptance, togetherness, and to improve social wellbeing in the community, schools, and private events. ABC Organization leaders possess a passion for education and musical excellence. The primary events are in three main areas: (a) through public concerts, (b) partnerships with schools, and (c) private events for the smaller ensemble. In addition, the organization also partners with other organizations in the community that share the same social awareness goals.

At creation, ABC Organization's main service offering was public concerts. The concerts were scheduled for twice a year. It was composed of 50 volunteers of men and women from the LGBTQ+ community. A director of music was hired to lead the organization as they debuted their first concert in 1989. Since the creation, ABC Organization has continued to have a minimum of two performances a year.

As the organization evolved, ABC Organization extended their services to educate by including a partnership with schools. Specifically, ABC Organization leaders address education with music by going on-site in the schools to partner with the schools' chorus departments – teachers and students. By working together, students and ABC Organization chorus members and leaders get to know each other and find effective ways to communicate. The leaders help the students develop teamwork skills, and the choir members and leaders develop leadership through their coaching and mentoring experiences. The purpose of working with the students is to increase diversity and engage students in conversations about gender and gender stereotypes.

The recognition and need for this organization in the community grew and the organization extended it services again to include a small a cappella ensemble. This ensemble was formed in 2000 and was considered the mobile version of the main chorus. The a cappella section consisted of 12-15 singers. They perform at community and private events as well as perform with the main chorus in the main concerts and school partnerships.

To aid ABC Organization's programs in the goal to inspire transformation with passion, vibrance, and creative performances and events, ABC Organization has a section

within the organization called "IT TAKES A VILLAGE" (pseudonym) for nonsinging

volunteers to aid in accomplishing the organization's mission. The IT TAKES A

VILLAGE program consists of singing and nonsinging volunteers that assist in raising

awareness in the community through workshops, choir projects, virtual and in-person

social events, podcasts, engagement trainings, and various other community projects. IT

TAKES A VILLAGE members also assist internally with weekly choir rehearsals.

Organizational Environment

The organization environment section of this study was based on the Baldrige

Performance Excellence Program criteria. The criteria evaluated the organization's

offerings, workforce profile, and organizational relationship to name a few. In the next

few sections, I provide in detail the organizational environment in ABC Organization and

how it represents a safe place for staff members and volunteers to foster diversity, equity,

and inclusion. I provide evidence on the leaders' commitment to activities that educate

the community on gender consciousness and music excellence. Moreover, the leaders

tirelessly work to teach and talk about the mission, vision, and values of the organization

at each of the events they host. Overall, I discuss how the organization's environment

supports the mission, vision, and stated values of the organization.

Product Offerings. ABC Organization's programs consist of producing two to

three marquee concerts per year, private performances, school youth initiatives, and

multiple outreach performances within the community annually. Additionally, every

other year the organization promotes and produces a concert tour. Audiences include

community members, choral music lovers, schools, faith communities, attendees from

corporate diversity events, and other community gatherings. While ABC Organization's primary income is generated through the marquee events, the organization regularly obtains grants to fund 40% to 80% of the costs for each of the programs. The additional revenues from grants allow the leaders to continue to promote the marquee events to increase conscious awareness, despite the limited revenue the events bring to the organization.

Increasing Conscious Awareness Through Concerts. ABC Organization's main chorus group consists of 125 members from age 15 to 81, including people from all races, social levels, and gender preference. Auditions are held twice a year, in fall (August) and the winter (January) for the future seasons. ABC Organization music ranges from contemporary to classical to jazz and international music and the group commissioned more than 20 unique musical bodies of work, typically performed during the organization's marquee concert performances. The topics covered in the performances are relevant to the LGBTQ+ community and raise conscious awareness about issues such as inclusivity, nontraditional families, and body image. Each of the programs are essential to the success of the ABC Organization as they advance the mission of the organization. Although the main avenue for raising conscious awareness is through concerts, the leaders of also undertake activities that raise awareness through partnerships.

Increasing Conscious Awareness Through Partnership. During the summer, alongside other music groups, ABC Organization participates in a free annual concert for the community at one of the local parks; the event is family-friendly and open to the

public. The organization leaders and volunteers also participate in a biennial fall outreach tour designed to engage broader, less diverse audiences throughout the state. The fall outreach tour helps to bring information, visibility, and awareness to areas where LGBTQ+ resources may be limited and where communities may be ostracized. ABC Organization's goals for the tour are musical excellence and to promote a message of equality, inclusivity, gender consciousness, and hope, while building community partnerships. These events help the leaders identify partnership opportunities and increase their network. Sometimes, the events that are designed to foster partnerships are large in scale and infrequent; to continue the organization's mission, the leaders incorporate activities that are smaller in scale but still designed to increase awareness.

  Increasing Conscious Awareness on a Smaller Scale. ABC Organization has a smaller travelling ensemble that can be booked for private events - ABC4U (pseudonym). ABC4U is an a cappella ensemble of 12 to 15 singers that expand upon ABC Organization's mission to raise awareness through song in smaller and more intimate settings. ABC4U performs at 20 to 30 events annually at venues ranging from the State Fair, community social events, places of worship, and private events. As a nonprofit chorus committed to social justice, ABC4U does not accept invitations that do not align with ABC Organization's mission and vision. ABC4U performs 10 months out of the year, as a separate section from ABC Organization's main choir, scheduling performances separate from the main chorus. Membership in ABC Organization's ABC4U requires an additional audition and separate rehearsals. As with all sections of ABC Organization, ABC4U provides another opportunity for leaders to expand the reach

of their message on a smaller, more personal level. ABC Organization leaders use music as the medium to raise awareness and seek every channel available to accomplish their goals, which also includes education outreach to raise awareness.

Increasing Conscious Awareness Through Education. ABC Organization has a unique school program made available each school year to all local area middle schools for free. ABC Organization leaders have collaborated with over 40 schools in the community. Started in 1999, the school program includes an innovative multi-lesson curriculum that offers ABC Organization's adult role models singing side-by-side with students to address topics related to diversity, inclusivity, and equity. Instructors in the program teach middle school students how to perform choral works. There are three artist residencies. The musical and visual art-based curriculum includes materials for teachers.

The curriculum consists of lesson plans and activities for teachers to use in conjunction with ABC Organization residencies and performances. The curriculum heightens awareness regarding diversity, by featuring songs specifically designed for the youth singers that have strong musical, dramatic, social, historical, and political components that align with National Educational Standards. Teachers receive materials on social justice, sexual orientation, gender identity, and bullying. At the close of the program, the partner middle-school youth participate in free workshops, learn the curriculum, and then perform together with three ABC Organization resident artists and the ABC Organization singers in two school-wide performances. Although music is the focus for increasing conscious awareness, ABC Organization leaders also believe that

they help to raise awareness through creating opportunities for volunteers to work within the organization.

Increasing Conscious Awareness Through Volunteers. The IT TAKES A VILLAGE group was formed in 1998 and is open to singing and nonsinging members locally and out of state. Volunteers can participate in a variety of community service projects and social events. The nonsinging arm of ABC Organization plays an intricate role within the organization in accomplishing the mission of making a positive influence, build connections that strengthen the LGBTQ+ community and help to address discrimination through various engaging events. Volunteers can audition for the chorus group and remain a part of the IT TAKES A VILLAGE group. The group consist of 50 plus volunteers.

Mission, Vision, and Values. ABC Organization leaders envision that, through artistic expression, the world will recognize and embrace queer people. The organization's vision, created by the original founders, is reviewed every 5 years during strategic planning retreats and in quarterly team meetings. The quarterly team meetings are open to the ABC Organization community, board, staff, and volunteers, to provide feedback and ensure alignment with the organization's mission, vision, value, and strategic plan. To build and cast the 5-year plan, ABC Organization leaders engaged in a participatory planning process in which the participants critically assessed the current climate, barriers, and imagined a vision of what they would like ABC Organization to be doing 5 years in the future. From there, strategic directions were crafted to help volunteers and staff focus new efforts. The personnel committee was formed to support

the mission, vision, and values of the organization and to help create an open communication environment. Responsibilities of the personnel committee include enforcing policies that foster communication. The personnel committee is equivalent to the Human Resources Department in a for profit organization.

About the Personnel Committee. ABC Organization's personnel committee consist of a chair and several members. The chair is elected by the committee membership and serves a two-year term. The chair ensures the responsibilities of the committee are carried out and report to the Board of Directors. The committee's purpose is to initiate and carry out human resource functions and to fulfill ABC Organization's mission within the organization. The personnel committee gathers feedback from internal and external stakeholders and provides feedback to ABC Organization's internal community. The committee also makes recommendations as needed to address any staffing issues to ensure the mission, vision, and values of ABC Organization are carried out. The personnel committee also oversees the whistleblower policy.

ABC Organization leaders implemented an organizational whistleblower policy to protect its members, against the fear of retaliation, and to encourage reporting of untoward experiences or any concerns of ethical or illegal violations. All board members, staff, and volunteers are required under the whistleblower policy to report all ethical concerns or suspicions of any laws or regulatory requirements violations further aligning with ABC Organization's goal of an inclusive environment. In addition to the personnel committee, the BOARD OF DIRECTORS helps to ensure that the mission, vision, and values of the organization are upheld.

About the Board of Director. The Board of Directors and senior leaders are primarily responsible for holding ABC Organization's internal community to the standard of doing the right things and aligning with the mission, vision, and value. ABC Organization's foundation to achieving its mission, vision and value is to have high quality and diverse choral collaborations. Additionally, the Board of Directors leaders seek to build positivity in the community while promoting human rights for LGBTQ+ people. Last, the Board of Directors leaders serve as catalysts for social change and hold themselves accountable for continuously supporting an ever-evolving organization. Figure 1 lists ABC Organization's paraphrased mission, vision, and values statements.

Figure 1

ABC Organization's Mission, Vision, and Values

Mission	To bring people together and positively changing the environment using music as the nexus.
Vision	To write messages of social change to our customers, create and develop socially conscious programs, and develop partnerships.
Values	A duty-based ethics to create moral programs based on the company's mission and put the community first.

Workforce Profile. ABC Organization's workforce structure consists of two full-time paid staff members, one part-time staff member, 25 volunteers, as well as musicians, artists, and contractors that are employed as needed. The paid staff consist of a full-time executive director, operations manager, and a part-time artistic director who works 28 to 32 hours per week. Volunteers include a bookkeeper and stage manager. Board members also volunteer several hours each week. Additionally, six committees of numerous

volunteers work to conduct the tasks of the organization. These roles include an

accompanist, technical support, graphic support, and grant writers. Table 2 includes more

details about ABC Organization's paid workforce profile. The organization does not track

the profile of its volunteers.

Table 2

ABC Organization's Workforce Profile

Employee Classification	Number of Employees	Education Requirement	Race	Gender
Executive Director	1	College Degree	White	Male
Operations Manager	1	College Degree	White	Female
Artistic Director	1	College Degree	White	Gender nonconforming
Board Members	7	N/A	Various	Various
Volunteers	25	N/A	Various	Various

Assets. The BPEP (2019) described organizational physical assets as durable

equipment, buildings, property, and other items that add value to the organization. ABC

Organization does not own the venues where they hold concerts and leases office space

for standard business operations. Equipment assets include multiple computers, a printer,

and a phone system. The Organization leaders have kept the physical footprint very small

to reduce overhead. Additional equipment assets include stage equipment, such as risers,

sound equipment (including microphones), and various other pieces of furniture and equipment (such as chairs and music stands). ABC organization also views their website and organizational knowledge as an asset.

ABC Organization's organizational knowledge is held by the executive director, operations manager, artistic director, and board of directors. Baldrige Excellence Framework (BPEP, 2019) mentioned that knowledge is a key asset of an organization and that high performing organizations harness the power of their knowledge assets to create competitive advantages. ABC Organization has had some challenges retaining their executive director. Turnover at executive director's position has been high and when the position has been vacant, it has left the organization at a disadvantage, as the executive director position is a key operational role within the organization. The Board of Directors and other leaders within the organization have been working on strategies to retain the new executive director recognizing this position as a critical asset. Other critical assets for the organization are their website and data base.

ABC Organization's website and database have proven to be a strong marketing tools and asset for the foundation. They are useful in providing an understanding of ABC Organization's influence in the community, the status of upcoming events, and facilitate the ability to connect with volunteers and stakeholders. Moreover, the website also provides financial opportunities by appealing to sponsors and enabling donations and product purchases online. In addition, the website includes annual reports dating back to 2004. Another asset generated from donations, sponsorships, and prudent financial management is the organization's cash reserves and contribution growth.

ABC Organization's assets leaders experienced success in utilizing and growing their financial asset. The Organization contributions has continued to increase. In 2009, they reported $159,208 in contribution with a steady increase each year reporting $233,517 in 2018. Moreover, according to the financial information provided by the leaders, ABC Organization's cash reserves total over $30,000. Cash reserves are highly recommended corporate operational needs to ensure financial sustainability and to aid in continue operations during uncertain or disruptive times (Habib et al., 2021). ABC Organization's leaders maintain a cash reserve in case they encounter financial difficulties.

Regulatory Requirements. ABC Organization is an NPO, as defined by IRS Section Code 501(c)3, and therefore must comply with the standard practices therein. The organization is regulated by the State's Nonprofit Corporation Act and the Nonprofit Governance. The Governance outlines the requirements for the Board of Directors, officers, and members. In addition, any changes in the assets, merge, conversion, consolidation, or dissolution must be report to the State's Attorney General's office. As an employer, ABC Organization must comply with State and federal Occupational Safety and Health Administration standards and regulations. The State's Occupational Safety and Health Administration consist of two parts - compliance and workplace safety. Per ABC leaders, there are no additional regulatory requirements they must meet, as there are no specially recognized accreditations, certifications, or registrations for choruses.

Organizational Relationships

Organizational Structure. ABC organization has a unique organizational structure in that most of the operational positions are held by volunteers. The organization relies heavily on volunteers to help support all areas of the business. ABC Organization consists of 2 full-time staff members and one part-time staff member with up to a 20-person board. The current Board of Directors includes 10 directors: a board chair, vice chair, treasurer, secretary, operation manager, 4 at-large board members (committee board liaisons). The executive and artistic director are present at board meetings to provide reports and address any organizational needs. The Board of Directors as depicted in Figure 2, provides fiduciary oversight of ABC Organization.

Figure 2

ABC Organization's Board of Directors
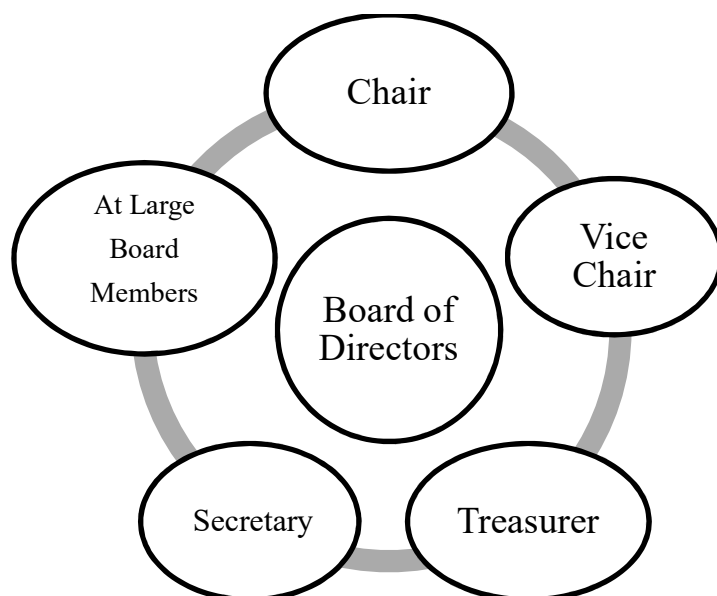
Paid staff includes a full-time operation manager, executive director, and part time artistic director. The volunteer unpaid staff all report to the executive director and consist of a bookkeeper treasurer, secretary, and office manager. The executive director is responsible for the daily operation of ABC Organization. The executive director and artistic director report to the Board and attend board meetings but do not vote on any board matters. Other staff members report to either the executive director or the artistic director, depending on their responsibilities. Figure 3 illustrates the organization chart.

Figure 3

ABC Organization's Organizational Chart.
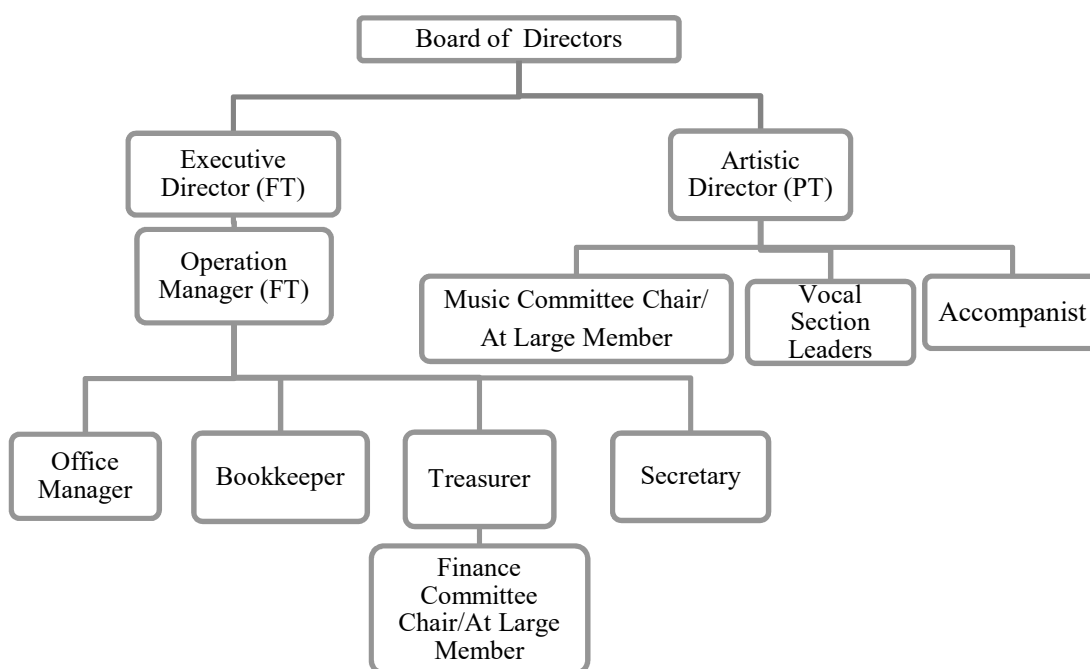
ABC Organization's committees and coordinators are in place to ensure that they remain relevant and financially stable. ABC Organization's committees and coordinators may influence marketing directly, in-directly, or not at all. Each committee includes a chairperson and/or co-chair, at-large board member, and/or volunteers. The organization's committee setup has positively influenced their sustainability. Table 3 outlines the different committees and their influence on marketing.

Table 3

ABC Organizations 'Committees and Influence on Marketing

Influence on Marketing	Committee/Coordinator
Direct influence on marketing	Audience Development Coordinator
	Display and Event Coordinator
	Press Liaison
	Ad Coordinator
	Historian and Archive Coordinator
Indirect influence on marketing	Dynamic Donors Development committee
	Relationship Manager
	Finance Committee
	Production Committee
	Personnel Committee
	Diversity Representative
	It Takes a Village Committee
No influence on marketing	Audition Coordinator
	Member Orientation Coordinator
	Transportation Coordinator
	Costume Coordinator
	Stage Crew
	House Manager
	Accompanist
	Section Representative
	Membership retreat coordinator
	Tour Manager
	Bus Captain
	Tour Manager
	Bus Captain
No influence on marketing	Membership and
	Stage Manager
	Assistant Stage Manager
	Costume Coordinator
	Housing Coordinator

Committee Chair. The responsibility of most of the committee chairs (excluding he personnel and finance committee) is to schedule and facilitate committee's monthly meetings and to delegate and oversee ongoing committee tasks according to timelines. The chair is responsible for maintaining committee minutes and planning projected committee budgets in advance of the board retreat, while monitoring the committee budgets throughout the year. If the chair also holds the dual roles of at-large board member, he or she will provide information to the Board on the committee status, any clarifications needed, and upcoming events. If the committees directly or indirectly influence other committees, the chair or at-large board member will coordinate activities with other committees as needed. The chair may or may not be an at-large board member. Committee chairs may hold dual roles as chair and at-large board member.

At-large Board Member. All committees of ABC Organization's board have an at-large membership, with representatives of the Board of Directors in committee meetings for communicating information regarding board actions, policies, and organizational changes. All board members have responsibilities for being a member of a committee, and as part of their role on the Board of Directors, may sit on more than one committee. The at-large board member serves for 2 years (unless otherwise noted) and can vote on Board of Directors issues. The main responsibility of the at-large board member is to work with the committee chair and assist the chair with their responsibilities, ensuring committees are aligned with ABC Organization's strategic plan for the year.

Marketing. ABC Organization has a twofold marketing strategy - brand marketing and fundraising marketing. ABC Organization's brand marketing strategy is outlined and overseen by the marketing committee, with the fundraising marketing strategy outlined and overseen by the dynamic donor committee. The marketing committee is focused on marketing ABC Organization brand, events, and presence in the community. The dynamic donor committee is focused on marketing specifically for fundraising and building donor relationship. This setup of having two dedicated marketing committees has proven to work well for the ABC Organization, as it allows for focused marketing instead of shared marketing responsibilities where one area may receive more attention. The approach to marketing led to the two most developed committees within ABC Organization.

Marketing Committee. The marketing committee's purpose is to design and coordinate the use of advertising, printed materials, press releases, the internet, personal contacts, and mailings to publicize concerts and other ABC Organization activities. Moreover, support is for the overall implementation of a consistent communication plan that includes organizational branding, concert specific projects, and other event or advertising related programs. Committee members are to work to design a strategic plan that assigns tasks and monitors projects to completion. The assigned tasks are executed through a series of coordinators and committees.

The marketing committee consists of a committee chair, appointed by the at-large board member; the at-large board member, appointed by the Board of Directors; 4 staff members, a general staff, print material coordinator, press liaison, ad coordinator;

newsletter coordinator; display and event coordinator; audience development coordinator, and the historian and archive coordinator. The marketing committee which has been in existence since 2012. Because of organizational changes, the marketing committee was granted a small operating budget and increased authority. The small change with the operating budget has created the flexibility for the organization to implement a full marketing strategy, allowing ABC Organization to grow more swiftly.

The marketing chair works in tandem with the executive director in executing the strategic development plan approved by the Board of Directors. The Board of Directors chair is responsible for overseeing staff and sub-committees that are event specific, whereas the sub-committees work with staff to ensure that the logistics are fulfilled for each event. The chair provides hands-on task-based solutions and addresses any needs of the staff and sub-committees. The Board of Directors chair is also responsible for overseeing the marketing strategy for each event. Table 4 outlines the responsibilities of each committee member. All committee members are expected to serve 1 year except for the at-large board member who serves 2 years.

Table 4

Marketing Committee Roles and Responsibilities

Job Title	Primary Responsibility	Job Status
Committee Chair	Delegate and oversee on-going committee tasks and marketing plan according to timeline	Volunteer
Board Liaison	Represent committee on Board of Directors	Volunteer
General Staff	Facilitate long-term marketing planning. Design and communicate with stakeholders	Employee
Print Materials Coordinator	Coordinate design and production of brochures, flyers, postcards, etc. Maintain master copies and printed material	Volunteer
Ads Coordinator	Plan advertising for each season. Design and socialize concert ads and timeline	Employee
Newsletter Coordinator/Editor	Plan newsletter schedule and content. Coordinate distribution, graphic, and coordinator with stakeholders	Employee
Display and Event Coordinator	Prepare publicity tables for major concerts, community performances, booth, community events/festivals, and other events.	Volunteer
Press Liaison	Foster on ongoing, personal relationship with Twin Cities press and writers. Develop mailing	Employee
Audience Development Coordinator	Recruit and train volunteers to staff the marketing table community. Network and partner with similar groups. Train volunteers on networking techniques and "elevate speech" for events	Employee
Historian and Archive Coordinator	Compile and update scrapbook and archives (all press releases, articles, photos, programs, ticket samples, etc.)	Employee

ABC Organization's leaders understand the importance of marketing plan and creating a marketing timeline that thoroughly outline the events, campaigns, milestones and action items. The marketing timeline for ABC Organization's main chorus events normally begins with campaigns released up to 6 months before an event. See Table 5 for the breakdown of event tasks beginning 3 to 6 months prior to an event. ABC Organization leaders use promotion codes to track ticket sales and marketing strategy results. The leaders continuously search innovative ways to improve marketing outreach and opportunities to collaborate with other organizations. Surveys conducted after each event help the leaders collect feedback from the customers and then use that feedback to drive improvements in future event marketing strategies. The marketing activities that occur months prior to an event encompass a significant amount of planning. The planning involves identifying potential sponsors, strategizing, creating marketing materials, and beginning the implementation of their marketing efforts.

Table 5

Tentative Event Task Timeline, Advanced Planning

Concert Activity	Lead Time
Identify potential groups and generate contact lists	4 months
Put tickets on sale (registrations)	4 months
Write production description	4 months
Update web site with dates and show description	4 months
Design group flyer/communications	4 months
Send invitation to group lists	4 months
Complete Competition Calendar	4 months
Strategize partnerships and ad trades	3-4 months
Strategize any special event-related marketing/engagement activities	3-4 months
Update web site with show imagery	3 months
Write and send initial press release to magazines/local newspapers	3 months
Post event to online calendars	3 months
Email #1	6 weeks
Design production imagery and postcard	3 months

Within 4 to 6 weeks prior to an event, there are additional marketing activities

that are completed (see Table 6). These intermediate planning activities are extension of

the initial activities planned in the weeks prior and may result in additional advertising

materials being generated. The redundancies of some of these efforts is intentional, for

repeated exposure of potential audience members and sponsors, to increase the likelihood

of involvement. Most of the activities are social media focused. The organization

encourages its volunteers to participant in reposting and sharing the social media

campaign.

Table 6

Tentative Event Task Timeline, Intermediate Planning

Concert Activity	Lead Time
Create social media plan	
Develop sponsorships	2 months
Strategize paid advertising plan, design and place ads	2 months
Design and print wallet cards (or other handouts, as needed)	2 months
Create promo kit and post to internet	2 months
Outreach to partners (student, parents, etc.) via social media with	2 months
hashtag	2 months
Email #2 - Get Tickets Now	2 months, ongoing
Social media posts	2 months, ongoing
Print postcards	2 months
Photos of chorus for press	2 months
Schedule photographer/videographer for dress	6 weeks
rehearsal/performance	6 weeks
Create Facebook event	6 weeks
Write and send full press release	5 weeks
Preview video	5 weeks
Layout program	4 weeks
Email #3 - preview video	4 weeks
Follow up with press	

Within the 2 weeks prior to an event, there are repeated efforts in marketing and advertising, as shown in Table 7. Following the event, there are reports and debriefings of the outcomes and results. Throughout each phase of marketing are surveys, which help to guide in the planning and evaluation processes. These task as executed by several committees. The committee's chair is responsible for executing the task or assigning it to a member of the committee to execute.

Table 7

Tentative Event Task Timeline

Concert Activity	Lead Time
Distribute postcards to area businesses	3 weeks, ongoing
Final PR Push	2 weeks
Interview video	2 weeks
Update Surveys	2 weeks
Email #4 - Have your tickets yet?	2 weeks
Email #5 - Join us next week!	1 week
Print programs and surveys/Email #6	3 days
Dress Rehearsal	1 day
Email #7 - Tonight! (Instructions for tix at door)	Day of
Send online survey to attendees	Post 1 week
Update web site	Post 1 week
Box Office report / recap	Post 1-2 weeks
Marketing Debrief	Post 1-2 weeks

The tasks of the concert events are planned and overseen by the production committees. The main purpose of the production committee is to ensure all concerts events and task are executed properly. The roles and responsibility of the production community is outlined in Table 8. The primary role of the production committee is the Chair. The Chair is responsible for overseeing the overall committee needs and working with the Artistic Director and the Executive director for event planning. These responsibilities include overseeing the timeline, processing production-related expenses, working with the executive director in securing venue contracts, and with the artistic director for event planning to name a few. The chair is also responsible for securing and maintaining committee membership.

Table 8

Production Committee's Role and Responsibility

Job Title	Primary Responsibility	Job Status
Chair	Delegate and oversee on-going committee tasks	Volunteer
Board Liaison	Represent committee on Board of Directors	Volunteer
Secretary	Maintain committee records and distribute minutes	Volunteer
Stage Manager	supports and oversee all day-to-day running of a concert production from rehearsals to performances and post-show	Volunteer
Assistant Stage Manager	Assist Stage Manager and oversee creation of signage, props and equipment for the concert	Volunteer
Stage Crew	Reports to Assistance Stage Manager and completes any assigned task	Volunteer
Ticket Manager	Coordinate all aspect of ticket sales, and address any ticket related issues	Volunteer
Riser Coordinator	Coordinate transportation, setup, and removal of risers for concerts and rehearsals	Volunteer
Tour Manager	Plan, coordinate and oversee tour details in cooperation with Artistic Director and Production Committee	Volunteer
Transportation Coordinator	Coordinate cost, route, schedule, rental, and oversees all transportation needs	Volunteer
Housing Coordinator	Works with the Tour Manager to oversee and coordinate housing and tracking for chorus member	Volunteer
Bus Captain	Oversees bus related task such as loading and unloading, itinerary, directions, list of travelers, etc.	Volunteer

As noted, ABC Organizational operations is supported by people who hold different job titles and have different responsibilities. Because the organization is largely supported by volunteers, the majority of operational support is provided by people who are not on the organization's payroll. One of the main committees directly linked to fundraising is the dynamic donor committee. The dynamic donor committee primary responsibility is focuses solely on individual giving as a source of funding through continuous expansion of new donor prospects and careful nurturing of existing donors into life-long contributors. Table 9 lists out the job titles and gives a brief explanation of the responsibilities associated with each role and indicates whether the job title is held by an employee or volunteer.

Table 9

Dynamic Donors Committee's Role and Responsibility

Job Title	Primary Responsibility	Job Status
Chair	Delegate and oversee on-going committee tasks	Volunteer
Board Liaison	Represent committee on Board of Directors	Volunteer
Relationship Manager	To nurture, build, and manage new and current relationships with key eternal stakeholders and ABC Organization's internal community (e.g., board, chorus, and staff).	Volunteer
Event Coordinator	To coordinate logistics of all on-site and off-site points of entries to events, including l fundraising events, and to work with the internal community in hosting, collecting stakeholder's data, distributing promotional materials, and following up calls to event attendees, as needed	Volunteer
Creative Writer	To write coherent, organized, compelling donor proposals to new and prospective donors and for various advertisements	Volunteer

Customers and Stakeholders. ABC Organization's stakeholders and customers are board of directors, main chorus members, a cappella chorus member, nonsinger volunteers, concert audience, donors, local schools, staff, the larger LGBTQ+ community, and the Midwest community as noted in Figure 4. ABC Organization commits to their stakeholders that their music and ways of telling stories will be engaging, moving, artistic, and joyful. ABC Organization partners with the community to be relevant, thoughtful, and engaged. ABC Organization engages with their customers and stakeholders in the community through music as a social change agent. The purpose

is to effectively communicate the mission and influence of the ABC Organization within membership of audiences and donors. ABC leaders, staff, and volunteers commit to build and maintain exceptional relationships using a variety of methodologies, including innovative and effective communications, events, and one-on-one engagement. The leaders work to ensure that the ABC Organization's brand is consistently and professionally realized in all communications and outreach projects involving their wide range of stakeholders.

Figure 4

ABC Organization's Customers and Stakeholders
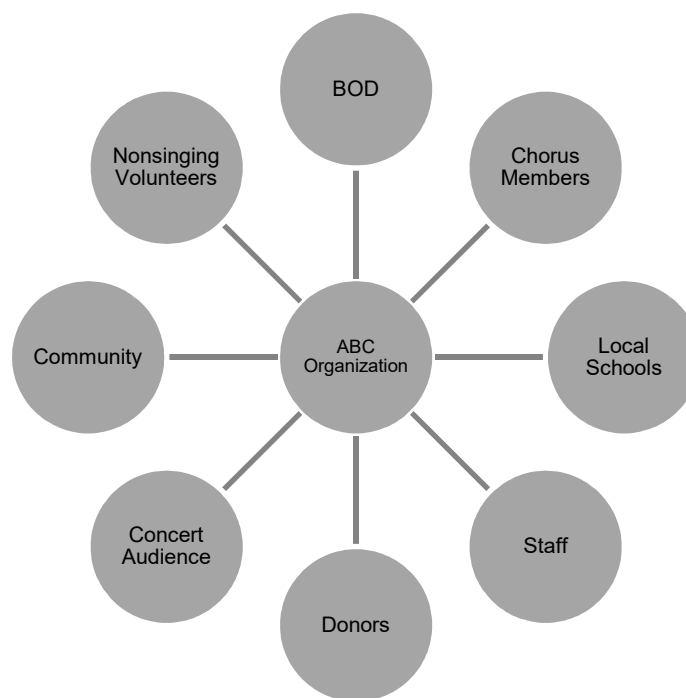
Suppliers and Partners. ABC Organization is close partners with local artists and community groups focused on advancing social change efforts, as well as composers from the Midwest region and local middle and high schools. As an arts-based

organization focused on music and community awareness, when ABC Organization

partners with other organizations and artists, the Board of Directors and members seek to

raise their voices and issues within the community. ABC Organization works to

collaborate with other LGBTQ+ artists and organizations to extend their reach in the

LGBTQ+ networks and communities. Together with its partners, the organization

produces several types of concert programs in schools and in the community. ABC

Organization partners with invited composer three times a year for their choral

performances and partners with middle and high schools yearly via a social awareness

curriculum program within the schools that ends with a choir concert.

ABC Organization continue to work to expand on each partner's role, how is it

developed in the organization, what that partner provides to the organization and to the

community, and how they can productively work together. The artistic director does most

of the partner cultivation, though the Board of Directors and staff also work to create

strategic partnerships. The cultivation of the partnerships and with the artists may occur

during chorus rehearsals and can include leading a song, teaching a song, or discussing

the music and the issues of their communities. The artistic director's partnership

encompasses both internal and external partnership. ABC Organization's internal

partnership includes the partnerships between the different areas and committees.

Organizational Situation

The purpose of this qualitative single case study was to explore the traditional and

social media marketing strategies used by nonprofit leaders to obtain funding from their

target audience and remain sustainable. Executive leaders from a single U.S. Midwest

region NPO that have implemented marketing strategies to obtain funding from their target audience was the target population for this study. Data gathered during this study illustrated the marketing strategies used by client ABC Organization to perpetuate organizational goals and maintain sustainability. ABC Organization continue to advance with the ever-changing view of the LGBTQ+ community, using educational and community-based avenues to increase donations and loyalty.

Competitive Environment

In general, most organizations experience some type of competition. ABC Organization has a competitive advantage in their competitive environment due to their niche of targeting the LGBTQ+ audience. ABC Organization has no direct competitors in their specific areas on nonprofit chorus in their demographic area that targets the entire LGBTQ+ community. This is a unique opportunity in gauging sustainability in their market environment. ABC Organization's leadership relate their competitive environment and critical strategy in marketing improvement based on, and dictated by, nationwide challenges, changes and influences.

Competitive Position. ABC Organization is recognized widely as the municipal, state, and region's premiere LGBTQ+ chorus. Often, the demand for membership exceeds available spots. ABC Organization has a dedicated and strong community of singers, volunteers, and staff. Their concerts generally attract 1,000 to 1,500 attendees in marquee concert halls each year, which is only about 50% capacity of venue seating. ABC Organization has brand recognition among the Midwest region queer community, although it does not have brand recognition outside of Midwest region community. There

is potential to increase its reach, recognition, and connectivity outside the state. Within the area there are two Chorus groups with similar focused area. ABC Organization is organization consist of members from the LGBTQ+ community the second organizations is gay male focus. On occasion the two groups are partnered and worked together as social activists within the community. They do not schedule events at the same time and work more collaboratively to support each other.

Competitiveness Changes. Key changes taking place that affect ABC Organization's competitive situation (including opportunities for innovation and collaboration) include the COVID-19 Pandemic. In March of 2020, COVID-19 was declared as a nationwide emergency by President Donald J. Trump and a pandemic by The World Health Organization. Resulting in the shutdown of schools, restaurants and "stay-home" movement. These changes invite questions regarding the ways ABC Organization works, how they reach out to people, which groups they reach out to, and how they function as an organization. The leaders had to work to re-evaluate how to realign grants, donations, and continue to remain relevant in the community.

ABC Organization leaders faced a great deal of stress while maintaining the organization's progress, especially as they were in the middle of a significant staff and board transition. There is understanding among leaders and staff that NPOs are frequently functioning in a highly competitive environment and that there is a need to compete with other organizations for funding. To ABC Organization advantage, it was able to realign grants, secure new grants, and explore alternative sources from which to secure financial and volunteer resources, membership, visibility in appropriate communities, and media

attention. During COVID-19, individuals were encouraged to stay home and limit interaction with crowds, to continue to offer their services of singing, ABC Organization leaders worked to increase the organization attention and presence on social media. The leaders were able to build on the current social media foundation and expand.

Comparative Data. ABC Organization does not conduct any formal benchmarking. ABC Organization is a member of the GALA Choruses, an organization that assists organizations in their art area in cultivating their artistic development. This noted gap with benchmarking was identified during the Baldrige framework assessment and the organization is working on putting future processes in place. ABC Organization is connected with other local arts and culture organizations but does not consider comparing data an important part of what ABC Organization stands for. ABC Organization leaders accord a great deal of the organization's focus on influencing lives and building the organization's reputation. Focus is on providing awareness, hope, and unity and not on competition. ABC Organization could look at other local and regional choruses and other performance-based organizations but had not done so as of 2021. Internal knowledge and the capacity to spend time researching has placed limitations on ABC Organization's ability to obtain benchmarking data.

Strategic Context

ABC Organization has limited space, tech updates, and internal administrative capacity. Their mission should drive their strategic efforts; however, at present, it is not possible to expand strategically due to the organization's limitations. As of 2021, the company has limited resources for staffing and contracting experts. ABC Organization is

in a phenomenal region that supports LGBTQ+, choral, and societal issues and advancements, but it lacks the capacity to fulfill some of the strategic planning needs that exist. There may be a lack of collective confidence necessary to speak on behalf of the organization or show up in ways that may be politically taxing, as its members and leadership lack some related experiences.

Performance Improvement System

ABC Organization has staff and board meetings that involve review of the organization's goals versus actual outcomes, both in budget and in ticket sales. Leaders discuss implications and plan the following year based on the past year's outcomes. They also work to continue advancing their programming materials and the conversations they hope to initiate through the artistic programming. ABC Organization does not share the findings outside of the organization with others. The findings are shared with the internal stakeholders and some of the implications and plans that stem from findings are shared with external and internal stakeholders.

Leadership Triad: Leadership, Strategy, and Customers

Leadership

Senior Leadership

The leadership category includes the findings from examining how ABC Organization's senior leaders' actions guide and sustain their organization. It also includes details about ABC Organization's governance system and how they fulfill their legal obligations, ethical and societal responsibilities, and support the communities they serve. ABC Organization's vision and values were established years ago. In each

strategic planning retreat, and often in quarterly board meetings, ABC Organization returns to these statements to ensure they are still relevant and aimed in the right direction. During meetings, plans are revisited, and meetings are opened to the entire community of members.

ABC Organization leadership has an active strategic plan and works to embody the organization's mission, vision, and values in the projects leaders and volunteers enact on behalf of the organization. The strategic plan is used to outline the messages to customers, create programs, and develop partnerships. ABC Organization leaders seek to reflect on decisions, discussions, and actions in alignment with organizational values, and opens all meetings to all members of the organization. The organization leaders seek consensus and makes decisions in a democratic manner and puts the community first. ABC Organization leaders work hard to sustain their finances, strengthen their support processes for each staff person, and are working to duplicate knowledge and responsibility so that no one person holds all the knowledge or responsibility.

ABC Organization builds strategic and tactical plans for performance improvement, strategic objectives, innovation, agility, workforce culture, customer engagement, developing and enhancing leadership skills, participating in organizational learning, succession planning, and the development of future organizational leaders. The organization's leaders and members work hard to hold each other accountable for responsibilities, and generally ask questions when necessary. There is an emphasis on the shared vision and continuous organizational and quality-oriented improvements.

ABC Organizational leaders works diligently to try to support staff members through their benefits packages and fostering of strong interpersonal relationships. Leaders support staff and volunteers 'efforts to build a positive work environment and culture. ABC Organization's board members and staff regularly attend leadership trainings. They also attend trainings and engage in organizational development programming together, as part of a larger leadership team.

Senior leaders work to provide a healthy environment that aligns with it goals by encouraging honesty and two-way communication throughout the organization. The organization has received rewards and recognition from the community that reinforce high performance internally and encourage services provided to the community. The Board of Directors and staff have regular conversations about ABC Organization's successes, failures, and areas of improvement. Leaders are always kept abreast of how staff are performing in relation to their goals, while regularly connecting and strengthening relationships. When possible, ABC Organization provides bonuses and hosts celebrations of success and gatherings to recognize, support, and appreciate staff members.

Focus on Action. All of ABC Organization's work is action focused. Whether it is bringing on new singers, planning and hosting events, or relationship-building, all of ABC Organization's work is focused on the actions its members and leaders set forth in their annual and existing strategic plans. ABC Organization's leaders actively work to build and sustain relationships and partnerships with other artists and nonprofits in the community. Their programs are based on current social issues and conversations within

the community. Thus, the organization reflects the pulse of and the issues that arise within their community.

In all of this, ABC Organization leaders and members regularly return to key questions: Why do we do what we do? What are the benefits? ABC Organization continues to review and revise their programs and plans to provide positive benefits to external and internal community stakeholders. For example, if there is a great deal of concern regarding elements of an upcoming concert, the organizational leadership will make the necessary modification to whatever is causing the most concern to improve the chorus and consumers 'experiences.

Governance and Societal Responsibilities

ABC Organization has internal and external governances and societal responsibilities. Externally, the organization is governed by the requirements of the state and federal grants they received. Internally, the organization is governed by its Board of Director, polices, and processes. ABC Organization's strong accountability revolves around its governance systems. As part of their societal responsibilities and to creating transparency in operations to protect stakeholders 'interests, ABC Organization provides regular reports that are available to the public on request or via nonprofit online sites.

The Board of Directors is active in the governance and oversight of the organization. Committee members, staff, and the Board of Directors assume responsibility for all finances for the organization and, as they find mismanagement or other issues with organizational decisions, they take immediate actions to remedy and truncate problems. ABC Organization leaders believe the organization is too small to

have audits, but the board regularly reviews the work of the organization. The board also endeavors to ensure that stakeholders' voices are heard.

ABC Organization's process of reviewing and achieving accountability is by regularly reviewing staff's actions. A comprehensive review of all leaders occurs annually. Staff, board members, committee members, and partners are asked to provide feedback on leaders every year. The Board of Directors then provides written and verbal reports to interested parties. If leaders do not have a positive review, they may not receive the performance increase each year. Within the annual review, the board chair and the leaders identify annual goals for everyone, which they then use to review growth and development over the course of the year. These goals include work done by the leader and work to be done by the Board of Directors to improve practices, relationships, and actions over the course of the year.

ABC Organization is committed to equality and has implemented conflicts of interest and have a whistleblower policy. As a group, they question and discuss their efforts with a lens towards ethics, morals, and values. The personnel committee helps stakeholders reflect on their own and each other's work and outcomes, helping people feel empowered to speak up about issues. ABC Organization does not create products or engage in massive operations, so effects are relatively minimal. The organization has no legal or regulatory rules or compliance needs, other than their tax obligations as a 501(c)3 tax-exempt corporation. Influences occur with partners, audience members, and chorus members.

As issues or positive experiences arise, they work to engage directly with those having the experiences. For positive experiences, they seek to expand or extend the reach. For negative experiences, they work to remediate any problems they may have caused, and work to build systems so that they do not repeat engagements in troublesome activities.

All efforts are focused on building relationships, developing systems of support, trust, and engagement with community members regarding LGBTQ+ issues. Accordingly, ethical behaviors, trust, honesty, and integrity are critical to the ABC Organization. Because the organization consists of a small group focused on achieving a target mission, its members regularly provide each other with feedback and reviews regarding language, behavior, and communication. Ethical violations result in termination, reviews and write-ups, or ejection from the Board of Directors, depending on the behaviors and who engaged in the behavior.

Societal Responsibilities and Support of Communities. Nonprofits exist to improve society and community, and ABC Organization's goals are in alignment with this broader mission. In all the organization's activities, they are seeking to expand the conversation around individual rights, acceptance, tolerance, and love. They express solidarity with similar organizations, partner with other organizations seeking social justice, and advance their work by supporting the chorus members and the communities in which they reside. ABC Organization's key community is the LGBTQ+ community and its allies, including everyone from every racial, socioeconomic, and other layer of society in the Midwest region. All programs are focused on raising awareness, histories,

voices, and deepening love and acceptance for individuals within those communities. The mission was the basis for the organization's formation 31 years ago.

Strategy

Strategic Planning

ABC Organization's strategic plan has three strategic directions (See Figure 5). The first one is to share the story. The second is to enhance organizational health and stability. The third is to strengthen the community. The strategic direction outlines the organization's plan of action to accomplish their mission and vision. It provides a detail plan for internal stakeholders.

Figure 5

ABC Strategic Direction

The Story. Telling the story is a key component of having engagement internally and externally. ABC Organization's story included identifying the audience that was targeted for engagement. Their story outlines how the brand became to be known and the plan on how to open the door to each level, ABC's senior leadership team would use one

level plan to elevate to the next level. Each 5 years, the Board of Directors would evaluate the planto confirm if the plan was successful, not successful, or needs to be modified.

A key component in the story has been momentum. The Board of Directors ' responsibilities included capturing the success of every sub-committee and the organizations 'staff then build on the recently gathered momentum. In building the momentum, the Board of Directors and the senior leadership team, cultivated current resources, integrated new resources, and communicated that in ABC's story. The story started small, and it expanded and continue to expand. Another key component of the story was the artistic component and making sure the mission, vision, and values have always aligned. This aspect was key for the founders and has continued to be documented and communicated in the undertone of all of ABC Organization's events. ABC Organization's ability to tell an effective story, create and maintain momentum, deepen relationships, and dedicated resources is foundational to their marketing strategy to be successful and continue success. ABC Organization's story is communicated at events, on social media, donor proposal, direct media and word of mouth. ABC Organization's story has evolved into a brand.

The Environment - Enhance Organizational Health and Stability. ABC Organization's second strategic component was to enhance the organizational health and create stability by establishing a solid financial plan and stable environment. ABC Organization's plan for a financial stability and growth was established by creating a

dedicated team whose primary purse was develop, create, maintain and establish long financial relationship and funding. The team was the development committee (DDC). The DDC was one of the most developed committees within ABC Organization. It consists of plans for recruiting team members, establishing a target list that included corporates for their matching fund programs and a database of new donors, establishing solid relationships with current donors and financial partners. The Board of Directors charged the committee with ways to increase funds for the concerts by tracking ticket sales, creating incentive for season ticket holders, providing complimentary tickets for marketing, and discount tickets. The overall strategy plan was 4 years. In addition, to raising money, the DDC was responsible for creating an endowment, engagement ABC Organization's internal community to actively engage in giving and their network to give and having a 3-month reserve in place. The goal was set for a percent increase every 4 years on the overall revenue from corporate donations, individual donations and grants.

ABC Organization's other strategy was to establish a stable environment by creating and building on the financial stability of the first part of the strategy. As of 2022, ABC Organization had skilled and experienced staff, and created a health job environment that included recognitions and rewards. The company was able to hire resources to ensure they were aligned with government regulations, perform solid audits, have office space, create budgets for other committees and continue to work to identify and stabilize the ABC Organization brand. In addition, as the ABC Organization grew, they were able to further solidify processes, procedures, timeline commitments, and

desired skill levels for the Board of Directors, staff, and volunteers. The strategic plan is reviewed every 5 years.

The Product - Strengthen Communities. ABC Organization's third strategic plan was to strengthen the communities through song. The product is singing and educating on inclusiveness and equity. The product and service provided by ABC Organization's artistic director, main chorus and a cappella chorus was provided to the community as a benefit to the communities. The music's message aligned with ABC Organization's mission. The organizations 'message, through music or languages, was setup to access and focus on the community engagement and it included an education program, formal training, internal education workshops to ensure internal knowledge, specific community engagement targets, relationship and partnership targets, how to support the LGBTQ+ community and the development of a membership and diversity committees to ensure ABC Organization continued to evolve as a diverse organization. Table 10 show the roles and responsibility of ABC Organization's membership and diversity committee. The membership and diversity community served as the communication liaison between the choruses and ABC Organization's Board of Directors. ABC Organization has a commitment to provide internal LGBTQ+ education, provide a consistent and thoughtful exploration of inclusivity and diversity, and stay abreast of LGBTQ+ history and education.

Table 10

Membership and Diversity Committee's Role and Responsibility

Job Title	Primary Responsibility	Job Status
Chair	Delegate and oversee on-going committee tasks	Volunteer
Section Representatives	Represent each vocal section of the chorus and the liaison for each section	Volunteer
Nonsinging representative	Represent the nonsinging volunteers	Volunteer
Diversity Representative	Ensure the mission a rich and diversity humanity is meet by providing recommendations, and creating events that support and encourages diversity	Volunteer
Membership Retreat Coordinator	Coordinate the membership retreat, delegate responsibilities, and work with the ED and Artistic Director	Volunteer
Audition Coordinator	Coordinate the audition process	Volunteer
New Member Orientation Coordinator	Coordinate new member orientation	Volunteer
Cruise Director	Initiates and organizes social events	Volunteer

Strategic Planning Process. During retreats for the board, staff, and leaders of the organization, ABC Organization engages in a participatory planning process to build their 5-year vision; current reality, barriers, and strategic directions are also taken into consideration. All members of the organization are welcome to attend. ABC Organization also has an annual plan as well as a 3-year timeframe and 5-year plan. Each strategic plan identifies the organization short- and long-term goals and complements the others. It provides a roadmap of the organization path and key performance indicators. Committee chairs or representatives are responsible for identifying how they will support each plan.

ABC Organization ensures that the strategic plan addresses certain elements that
include collecting and analyzing relevant data and information pertaining to certain
factors as part of their strategic planning process. During the review of each plan the
board and leadership review their efforts every 3 to 6 months as noted in Figure 6, to see
how they are progressing towards achieving their vision and identified goals. They gather
information (as it is relevant), and the group collectively discusses the implications of
actions. Reviewed are the influences and then revisions pertaining to what may be
possible for the subsequent months. ABC Organization reviews its action plans every
quarter and within staff meetings regularly.

Figure 6

ABC Strategic Plan Timeline
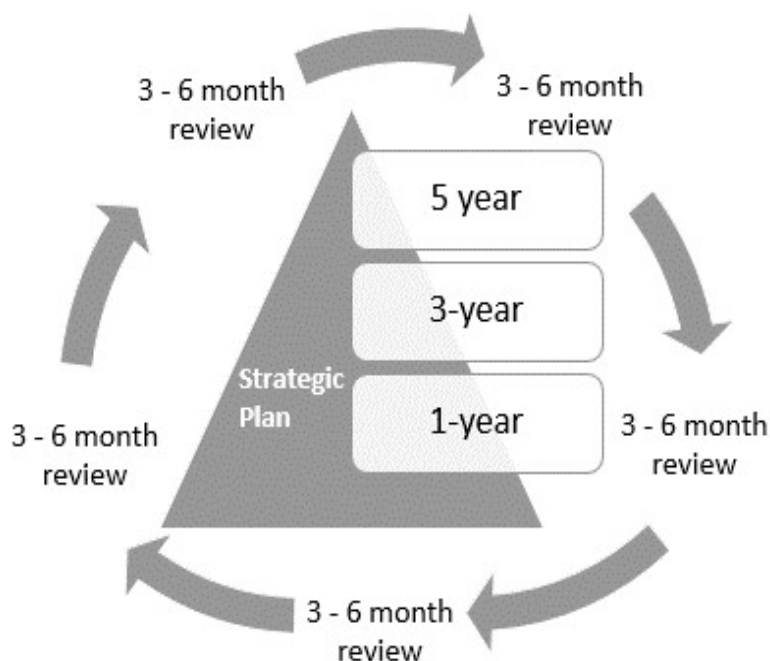
The Board of Director's set key strategic directions and associated strategies that would consistently share the organization's stories in an artistic manner while broadening and deepening audience relationships. The goal was to elevate their brand and increase visibility with increase ticket and recording sales. While working on enhancing organizational and financial health and stability with talent recruitment, continued development of a leadership pipeline and revenue growth. To support ABC Organization's primary goal of strengthening communities, there was focus on community engagement programming and incorporating consistent education and community dialogue.

The senior leadership team built ABC Organization's objectives out of a collective conversation around the organization's strengths and weaknesses, and what the group of active leaders and volunteers imagined being able to do to improve on them. Organizational members and leaders believe that their actions, products, and engagements were in alignment with their stated goals. Key stakeholders and leaders built the organization with the community in mind. Furthermore, the leadership team drafted efforts they felt they could reasonably achieve or work towards, based on their identity and skills.

Strategy Implementation, Action Plan Development, and Deployment

ABC Organization develop annual action plans based on their strategic plan. These are crafted with their annual plan of programming and engagement in mind, and they are often integrated with the organization's action plan. ABC Organization leaders

and members check in on their action plans every quarter, as well as with regular staff meetings. In those, they talk about what they have accomplished, where they've fallen short, and revise the rest of the year based on that work. In addition, to ensure that financial and other resources are available to support the accomplishment of ABC Organization's action plan—while meeting current obligations—the relevant stakeholders ensure that they do not spend beyond their budget. They build their budget based on their efforts and obtain broader approval from the board before spending money on new efforts.

ABC Organization hopes to hire more staff if the budget allows. Changes in the budget for additional staff is based on whether ABC Organization's development and other fundraising efforts progress as planned. However, if the organization grows by one or more staff member, leaders will need to revisit ABC Organization's infrastructure and see what is possible within their office spaces. The organization has budgeted for the 2021 season's show was to sell $25,000 in seats, which is around 200 seats. Ticket sales are not as high as ABC Organization's competitors, and the organization's leaders are currently assessing the low-ticket sale and continue to work to increase sales and attendance.

Performance measures track concert event performances based on ticket sales and audience count, grants landed, and donations and other funds received. For experiential influences, designated ABC's committees distribute post-program surveys and gather feedback from the chorus and audience members about their experience. All individuals who engage in the organization's efforts are asked to participate in an evaluation and the

captured data was shared with the Board of Directors. In addition, occasionally comments from the survey are included in the annual report shared with external stakeholder. The sharing of survey data increase transparency and reflect community influence.

Action plan modification occurs to establish and implement strategically sound action plans, or if circumstances require a shift in plans and rapid execution of new plans. In such circumstances, ABC Organization stakeholders conduct quarterly reviews of ABC Organization efforts to evaluate lessons learned, address what has changed, and confirm the plan for upcoming events. ABC Organization leaders will revise the plan for the next quarter as needed. The Board of Directors will then updated the overall action plan to reflect the necessary adjustments.

Customers

Customer Focus and Engagement

ABC Organization identifies it customers as internal and external. Internal are the volunteers. External is the community and school. For the internal customer, ABC Organization provide training and awareness to the volunteer to assist in the education of the community. Externally, ABC Organization educates the community with songs and partner with schools (teachers and students) on an approved curriculum design for student engagement. The student's learning on inclusion and equality is passed on to their families.

ABC Organization production of concerts serves a dual purpose – to educate and engage. The concert is used to education through songs inclusiveness and equality for the LGBTQ+ community. As well as, to deepen the connection in the community and

strength the organization presence in the community. The organization travel within the Midwest Regions sponsoring concert events and supporting community events. The a cappella ensemble also attends private and smaller events.

The organization conducts evaluations after all programs; they gather feedback from chorus members and review all shared Facebook posts. ABC Organization may or may not choose to follow up, but the organization works hard to maintain strong relationships and open channels of communication with customers and partners. In addition, ABC Organization leaders gather information formally and informally to get a better sense of what ABC Organization is doing well and where it is coming up short to better understand its influence in the broader community. ABC Organization leaders ensure that they account for all of the internal stakeholders involved and those individuals who are represented in the feedback gathering groups, including their singers, staff, and volunteers. They use their individual relationships to gather feedback as well. An annual evaluation is given to staff, volunteers and concert goers are given survey after each event.

ABC Organization also engages with its customer through its dynamic donors committee. Dynamic donors committee focuses on donation from individuals. They created a monthly networking event for individuals in the community to make connections and share the mission of the organization. The network events were used to solicit partnership, human and financial resources. The Organization also sponsored other events such as a fundraising breakfast to engage with the community and solicit multi-year giving.

Determination of Customer Satisfaction and Engagement

About satisfaction, dissatisfaction, and engagement, ABC Organization ticket sales, surveys, individual feedback, and social media posts are the main ways the organization assesses satisfaction and engagement. Stakeholders gather individual information about ABC Organization's audiences, which is how they know if they are dissatisfied or if they are not yet reaching or representing all their segments within the community. By eliciting feedback from internal and external stakeholder ABC Organization's leaders are able to have a wholistic view of their influence in the community. ABC Organization's leaders change their language, partnerships, and how they engage and show up in the community based on the feedback that they receive.

ABC Organization is the only LGBTQ+ nonprofit chorus in the community. There are other nonprofit choruses in the community and one gay male chorus, however, ABC Organization leaders do not think of them as competitors. They benchmark their efforts based on their audiences and engagements, but do not steal customers from other organizations. They openly share information with other groups, and occasionally sing and perform together.

To provide customer support, ABC Organization's has a website, is active on social media, hosts office hours, and always responds to emails. ABC Organization reviews current audience demographics against the known LGBTQ+ demographics for the Midwest region and works to expand into areas—geographical or social—they are not yet connecting with. With that, the organization offers sponsorships and advertising to

members and mailing lists, and they share the offerings and opportunities based on the individual or organization. They are continuously working to build relationships and seek to develop deeper partnerships to authentically connect and show up for all communities. Because they have 2.5 people supporting customers, supports and guidelines are easily maintained and monitored.

Customer Data Use and Building Customer Relationships

As a NPO with over 80% of ABC Organization workforce being volunteers, building customer relationships is a top priority. The small paid staff setup does allow for the organization external stakeholders to become internal stakeholders. Therefore, to ensure relationship management, ABC Organization seeks to connect with customers through programs, engage them in joining the chorus or volunteer pool, show up for the community at different social or social justice events, and return for more programs. For complaint management, issues are brought to the leaders or board members. Leaders then work through complaints, issues, or other problems to ensure they truly resolve issues.

Results Triad: Workforce, Operations, and Results

The Baldrige Excellence Framework criteria allows leaders to examine their ability to understand the capabilities of their workforce and to understand their workforce capacities. Organizational leaders must create an environment where the workforce thrives, is engaged, and works toward mission attainment (BPEP, 2019). ABC Organization's mission is to bring people together and positively change the environment using music as the nexus. ABC Organization's leaders describe themselves as a small organization with staff that hold specialized roles; despite having two full-time staff

members, they can elicit help and support from a vast array of volunteers. In the following subsections, I provide a description of the workforce environment, workforce engagement, and workforce development.

Workforce

Workforce Environment

The study participants view the organization's workforce environment as demanding and stressful which results in turnover. One of the leaders mentioned that the organization has a high turn-over rate at the executive director level. The senior leader reported that executive directors remain in their roles for no more than 3 years. The overall perception is that the executive director's workload is high, and that one person is unable to manage the various duties. The executive director is responsible for strategic planning, fund raising, fiduciary management, marketing, promotions, branding, event marketing, hiring and staffing which is only a subset of the duties assigned. Additional duties include stakeholder management and committee oversight. Another ABC Organization leader reported an inability to get everything done because of the high workload. Kim and Peng (2018) studied 229 small human service NPOs and learned that they have few paid staff members and have limited human resource capacities to get work done. It is critical for nonprofit leaders to understand their staffing needs.

To determine the organization's staffing needs, ABC organization leaders performed an internal assessment to identify and create positions to meet the workload demands. The staffing assessment indicated the organization needed to hire a person to manage staffing, networking, and social media marketing. The leaders decided that they

would create and fill two positions to meet the identified assessment gap. As an added measure to create a better workforce environment, ABC Organizational leaders hired an outside agency to evaluate the organization's work culture, communication styles, and internal systems to help identify ways to improve the general culture of the organization, given recent high turnover of the executive director position. The 2020 assessment was different from previous assessments because, in this instance, ABC Organization leaders recruited someone from outside the organization to conduct interviews with past staff members and board members to understand why executive directors are leaving in 3 years, rather than staying longer. They planned to use the data to determine if they are able to see any common components and to determine the level of workforce engagement.

Workforce Engagement

ABC Organizational leaders describe their workforce as highly engaged and committed to the organization's mission. According to their website, they seek to employ people who are kind, helpful, and dependable to carry out the day-to-day operations. Baldrige Excellence Framework (BPEP, 2019) lists several drivers for workforce engagement that include retention, support of the organization's goals and workforce development. Although the retention rate at the executive director level is low, the Board of Directors retention rate is high with the average length of service exceeding 3 years or more. When speaking with ABC Organizations leaders about workforce engagement their focus is primarily on the paid employees. The leaders do not reference their volunteers when speaking about engagement despite the fact that their primary workforce

is comprised of volunteers. Groza and Groza (2021) mentioned that for NPOs that use volunteers, retaining them is critical to organizational success. Nonprofit leaders that focus on volunteer retention are increasing volunteer loyalty.

To retain volunteers, ABC Organization provides them with extensive training in their areas of interest. Volunteers working for ABC organization are used in all significant areas of operation. Task significance has an influence on volunteer retention rates (Groza & Groza, 2021). ABC Organization leaders report that volunteers can work and gain experience in office management, project management, data entry, stage management, as well as gain experience in leadership. The leaders also reported they recognized a gap in their ability to assess whether their volunteers are happy with the work they do for the organization. Leaders stated they survey engagement of all staff but do not assess the performance of their volunteers. Leaders that are skilled in volunteer management understand the importance of a positive volunteer experience and the correlations to volunteer retention and performance (Nesbit et al., 2018). Organizational performance is directly related to workforce development.

Workforce Development

ABC Organization leaders mentioned that the executive director and Board of Directors is responsible for workforce development. The executive director assesses the staff and the board assesses the executive director. To help staff develop, the leaders set SMART goals as well as personal goals. When assessing the developmental needs, by looking at core competencies, strategic challenges and the accomplishment of short- and long-term goals. The leaders identified that they have gaps in workforce development.

To address the gaps in workforce development, the organizational leaders partnered with another organization to revamp and create new training programs. The partnership includes 35 NPOs who will collaborate weekly to create training that can be used across multiple organizations. The new training programs will be geared toward the staff and the volunteers who support the organization's mission. The Baldrige Excellence Framework (BPEP, 2019) questions about workforce development guide leaders to consider provisions for career advancement, attainment of new skills and the quality of work-related experiences when assessing developmental needs. Although ABC Organization has gaps in workforce development, they are taking appropriate actions to remedy the issue.

Operations

Regarding work systems, ABC Organization has not grown to the place where it is mandatory to create broad work systems. The BPEP (2019) categorized a work system as resources and processes necessary to produce and deliver a product. ABC Organization's stakeholders continue to reassess areas for growth and the evaluations of hired staffs or volunteers. ABC Organization resources consist of staff and volunteers. The process is outlined in the Staff and Board of Directors manual, and the different committees. ABC Organization's operations have remained stable through changes in leadership, and they use evaluations to ensure they continue the standards set in place to move the organization forward.

Regarding emergency readiness, ABC Organization does not foresee emergencies that require particular preparedness. ABC Organization rents office space and based on

their contract with the building owner, the building owner is responsible for the

emergency plans and training of ABC Organization's staff members on them annually.

The building owner evaluates the results of the training and communicates any necessary

adjustments or corrections to ABC Organization's Executive Director who communicates

them with the Board of Directors. During performances, the Executive Director will

secure a venue and ABC Organization members are required to follow the safety

protocols designed by the hosting venue. The Venue is responsible for understanding and

adhering to security regulation and mitigating any foreseeable danger. No additional

security is provided, no training is provided for ABC's staff on riot control, first

responder training, or preparedness for acts of violence. The organization has general

insurance to cover specific events and travel.

It may be advantageous for the organization to invest in additional safety training.

There are several online courses and certification available for a reasonable cost.

Additional training and safety certifications equip leaders with the knowledge to ensure a

safe workplace and a clear roadmap on how to identify safety hazards and address them.

As the requirements for safety in the workplace continue to evolve, it is paramount for

leadership to stay abreast and do continuing education (Duygun & Sen, 2020). Moreover,

leadership that take a proactive approach to managing safety will create a fully mature

process.

Work Processes

ABC Organization's leaders consider their paramount work processes to be the

musical events and educational programs offered in the community. ABC Organization

educational and outreach programs service Minnesota, Wisconsin, South Dakota, Iowa, and the Canadian province of Manitoba. The primary component of ABC Organization is music. ABC has a musical director on staff that is responsible for coordinating weekly rehearsals, community workshops, and in-person and digital concerts. In addition to the musical directory, several volunteers assist to coordinate the production of the event. According to the Baldrige Excellence Framework (BPEP, 2019), support processes may include volunteers or staff interacting and engaging with the audience. ABC Organization's volunteers for the musical events range from ticket coordinator, event coordinator, two marketing committees, stage and crew manager, and several others. The message outlined in all their services is to create a positive social change in the community and the education facilities. These events are larger events open to the public.

ABC Organization's educational programs encompass a school-driven curriculum conducted through the music and art classes. The service is a joint collaboration between the school music or art teacher, local artists in the school district, and middle-school students. The program consists of two concert performances, educational literature on a designated social change leadership, and workshops. The educational program is also supported by volunteers that include a student coordinator, chorus members, musical director, and others. ABC Organization leaders 'goal is to start a dialogic with students around equality and stereotypes, as they relate to the LGBTQ+ community. The in-school education program created a more intimate conversation.

Due to the substantial number of requests to the ABC organization, a smaller a cappella ensemble helps to fill the identified gap. Work process may change due to

external events or feedback from stakeholders (BPEP, 2019). Through several public and

private performances, the a cappella ensemble helps fulfill ABC Organization's primary

mission, soliciting funding and educating with a message of social change, liberality, and

empathy for the LGBTQ+ community. Each performance includes music that may be

original pieces, familiar melodies, or remakes of classics. ABC Organizational leaders

were clear in expressing their goal for the ensemble and gathering feedback to continue

improvement of their offered services.

ABC Organization works to continue to evolve their services. The design and

structure of the larger chorus is set up to reach a substantial number and widen the

footprint and brand. The a cappella ensemble in school events is designed and structured

to educate and entertain on an intimate level. Through all the different branches,

committee representatives will disseminate surveys to all stakeholders to gather data for

the continued improvement of services and tracking of outcome results. The Executive

Director shares the data from the surveys with the Board of Directors and the results are

considered in future strategic planning sessions. The use of surveys has proven to be a

cost-effective way to gather data. Peng et al. (2019) conducted a study using surveys and

were able to show effects on financial efficiency, volunteer behavior, and branding. In

addition, the executive director is willing to provide the Board of Directors with regular

updates of the different events, number influenced, funding received, and follow up

requests. Each executive director has executed different work processes to analyze results

for their strategic decisions. ABC Organization continues to work towards an ongoing

work evaluation process to be used in addition to surveys

Operational Effectiveness

ABC Organization's key stakeholder responsible for process efficiency and effectiveness is the executive director. Operational effective and efficiency includes cost management, audits of processes and performance, engagement with stakeholders, and product correction (BPEP, 2019). As the primary responsible party, the executive director monitors and controls process efficiency and effectiveness. Responsible for finance management, staffing, process development, and review, the executive director works closely with internal and external stakeholders as they are the integral parts to ensure the success of the organization. The executive director did not identify the tools used to gather data, analyze, and report the health of the organization to the Board of Directors. Other ABC leaders did identify surveys as one tool used to evaluate and receive feedback. Program evaluation and stakeholder engagement are measurements of an organization effectiveness and efficiency (Mitchell & Calabrese, 2019; Mysore et al., 2019). Of the tools used to ensure efficiency and effectiveness, according to ABC Organization's 2015-2019 Guide Star report, the financial health of the company has enabled the organization to be sustainable. Moreover, the services format was implemented within the first 3 years of establishment and has required little rework.

Security and Cybersecurity. Security is a critical component of ABC organization leaders, and they work to ensure staff, donors, and volunteers are protected. The gathering and sharing of data are useful in marketing, funding, research, analysis and new initiative; therefore, it is critical to protect confidential information (Patankar et al., 2021). According to the ABC Organization 2019 GuideStar report, over 70% of its

funding stems from grants and contributions. ABC Organization uses a secure cloud-based software to manage donations and funding. Only a few members of the organization have access to this software with their own login information. ABC Organization can track, analyze, and maintain donor relationships, organize events, and manage all finances in a central location.

Secure servers are components of ABC Organization's information technology systems. Software, hardware, and cloud database are examples of information and communications technology systems (BPEP, 2019). ABC Organization utilized four systems for information and communications. Dropbox is used to share data about volunteers. Dropbox provides multiple layers of protection, recovery management, and centralized password protected location to store, share, and collaboration of files. QuickBooks and Trail Blazer are used for accounting and financial management. The fourth is an in-office shared drive.

Safety and Emergency Preparedness. ABC Organization has disaster and emergencies plans in place that are suited for their services and stakeholders. Disasters and emergencies plan various based on stakeholder's needs and the product or services offered (BPEP, 2019). ABC rents office and events space. The contracted host venue and owners of rented office space are responsible for understanding and adhering to security regulations and mitigating any foreseeable danger. Each contracted party is responsible for any necessary education and training to ABC Organization's staff annually on emergency plans and regulations. Minnesota Homeland Security and emergency management recommends having a plan to protect staff, data, property, and inventory. It

should outline communications plans, contingency plan, data backup and recovery plan, and in house and out of house relocation plans (Homeland Security and Emergency Management, n.d.). In addition, to ensure sustainability, protect stakeholders, and partnership, ABC Organization has travel and event insurance.

Measurement, Analysis, and Knowledge Management

In this section, I will describe ABC Organization's method as it relates to organization performance and how the data were collected, measured, analyzed, and used for continuous improvement. Leaders can use the knowledge collected from performance evaluations to meet organizational goals and strategies (Liang & Zhang, 2021). Baldrige Excellence Framework (BPEP, 2019) identified data evaluation as a key tool to gain an advantage of competitors. ABC Organization is one of 130 art sector NPOs in the state of Minnesota (GuideStar, 2021). ABC Organization services are event driven and evaluated based on the event and procured resources.

ABC Organization acknowledged needing a fair amount of work in the area of measurement, analysis, and improvement of organizational performance. ABC Organization gathers a minimal amount of data. The organization conducts post-program surveys with audience members either using a paper survey on people's seats or with an online survey that is sent to ticket buyers. ABC Organization gathers information in order to track different marketing strategies; however, neither the data gathering process nor how data were stored is consistent. ABC Organization also gathered feedback from singers via online survey after the season has concluded.

To conduct performance analysis and review, organizational stakeholders assess ticket sales, social media posts, how followers respond to them, and the budget. Organizational leaders reported that they are working towards a more robust analysis process, but they have limited internal ability and expertise. This information, along with a report of ABC Organization's chorus activity, education, and programming, aligns well with the organization's strategic plan. This includes hiring or acquiring volunteers with digital marketing knowledge and to lead social media engagement.

Measurement, Analysis, and Improvement of Organizational Performance

ABC Organization evaluations of its success apply to the areas of operations, consumer influence and satisfaction, revenues, and brand awareness. This aligns with ABC Organization's strategic plan that is divided into three directions: (a) develop a deep and broad engagement with the community and strengthen the brand through art, (b) acquire, retain, and cultivate financial and human resources, and (c) educate, train, and partner with compatible organizations in the surrounding area. See Figure 7 for the detail breakdown of each strategic direction.

Figure 7

ABC Organization Strategic Plan

- Strategic Direction 1
develop a deep and broad engagement with the community and strengthen the brand through art

- Strategic Direction 2
acquire, retain, and cultivate financial and human resources

- Strategic Direction 3
educate, train, and partner with compatible organizations in the surrounding area

ABC Organization uses staff, volunteers, and the Board of Directors to gather data. Data were gathered via surveys, semi-structured interviews, customer feedback, google analytical reports, and a cloud base tracking software for funding, tracking stakeholder's relationship, events, grants, and volunteers. ABC leaders identified that the different methods used are not consistence. It would benefit ABC Organization to establish a long-term evaluation system to track both long and short-term goals. By establishing a standard format for evaluation that would provide ABC Organization with a more robust, detailed evaluation of consistent data collected 5 to 6 years or more, a better understanding of the program's influence, resource retention, and public relations can be revealed.

Leaders of ABC Organization note that, due to the small staff and Board of Directors, the individual evaluations are more intimate, as are annual reviews and manager check-ins. The Board of Directors is the sole responsible group for overseeing the well-being of the organization and making the necessary adjustment to planning based on their knowledge and data present. ABC Organization Board of Directors conducts an annual and a more intensive detail evaluation every three years. The 3-year retreat aligns with the Baldrige Excellence Framework (BPEP, 2019) Category 4 for performance excellence. At the retreat, the Board of Directors and executive director conducts an intensive assessment of the organization's success, competitive advantages, financial sustainability, and the overall performance measures toward fulfilling the organization's mission and vision. The outcome of the retreat is modification of the short- and long-term strategic plans. In consideration of the ABC Organization's evaluation plan, it would benefit ABC to do the extensive 3-year evaluation annually.

Performance Improvement. ABC Organization has staff members and board members who review the organization's goals versus actual outcomes, both in budget and in ticket sales. They discuss implications and plan the following year based on the past year's outcomes. They also work to continue advancing their programming material and the conversations they hope to initiate through the artistic program. They mostly keep the information internal, as previously stated, and do not share their findings with others; rather, they only share the implications and plans that are derived from them.

Information and Knowledge Management

Baldrige Excellence Framework separates measurement, analysis, and knowledge management into two areas: (a) measurement, analysis, and knowledge; and (b) information and knowledge management (BPEP, 2019). In the previous section, I discussed ABC Organization's process for measurement, analysis, and knowledge. In the upcoming paragraphs, I discuss ABC Organization's process for managing information and knowledge management. ABC Organization has processes in place to ensure that all stakeholders receive quality, accurate information.

Management of Information, Knowledge, and Information Technology. ABC Organization manages organizational data, information, and knowledge to ensure accuracy, integrity and reliability, timeliness, security, and confidentiality. All of ABC Organization's information is housed in one of four places: Dropbox-shared folders with various volunteers, a shared drive at the office, QuickBooks, and Trailblazer (donor management database). The data collected was relatively static and is used for decision making. Once action is underway, rapid recall and response is not necessary.

There is no training for volunteers. Peer to peer training is conducted for staff and each staff member will receive a manual that includes processes, regulations, and historical information. The chair position is a formal handoff to the new chairperson. The executive director receives official documented training. This official training is updated anytime there is a new executive director who takes over the role.

One key stakeholder in ABC Organization is the Board of Directors. ABC Organization's Board of Directors is responsible for the overseeing of ABC Organization.

As it relates to finance, they are to (a) personally donate to ABC Organization, (b) assist with acquiring and retention of financial resources, (c) approve, monitor and review the annual budget, (d) review monthly financial report, and (e) protect the financial status of the organization. Board of Directors is also responsible for other task nonfinancial related such as (a) attending monthly, (b) attend annual retreats, (c) service on different committees as board liaison, and (d) secure people resources as needed. It is essential that the Board of Directors receive proper training and information to perform their role efficiency.

When ABC Organization transitions leadership, it completes a transfer of knowledge from departing or retiring members to reinforce current, new knowledge, and skills of new leadership to benefit the organizational progression. Organizational knowledge may include videos, word documentation, or databases that contact sensitive information that must be protected to be used for the purpose it was acquired (BPEP, 2019). ABC Organization has multiple policies in place to protect organization data. These include the privacy policy that outlines the commitment to protect the privacy of their stakeholder. The privacy policy outlined how the information that is collected from the organization's website could be specific used and the opt-out details. Furthermore, to ensure the data collected was only used for the purpose intended, ABC has a conflict-of-interest policy that outlines areas that may present potential conflicts of interest and how those situations should be addressed. ABC Organization's conflict-of-interest policy complies with the procedures prescribed in Minnesota Statutes, Section 317A.255. ABC Organization protects all the data and materials produced and outlined the specifics in

their marketing/database policy. This policy included what is considered the property of ABC Organization and delineates that it cannot be sold nor distributed without proper consent.

The Board of Directors is responsible for enforcing all polices outlined by ABC Organization. All members of the Board of Directors will receive a Board Manual that details the policies, historical information, responsibility, best practices, and several other components. The manual is a Microsoft Word document and stored electronical on a Google drive that is password protected. New members will receive login information, receive training on the different policy and procedures. In addition, for continue improvement on quality and the availability of the knowledge transfer process, an assessment process of each board member at the completion of their first or second term. The purpose of the evaluation processes in place is to evaluate the skills, expertise, and knowledge of current stakeholders, identify gaps, and prepare recommendations to the Board of Directors to make the necessary adjustments.

ABC Organization has several events a year that include printed materials, online material, and broadcast material. ABC Organization events broaden their stakeholders to include sponsors and donors. Baldrige Excellence Framework (BPEP, 2019) advised that organizational data and information should be available to stakeholders in a reliable and user-friendly manner. To provide user-friendly information to its stakeholders, ABC has established committees that are responsible for producing user-friendly data and having it readily available. Specifically, the historian and archive coordinator is responsible for securing photos and event material. The data were stored on a secured Google drive that

is password protected. Internal and external stakeholders can view past events material on ABC Organization's website.

Last, ABC Organization staff, volunteers, and interns are stakeholders who may have access to selected google drives that align with their role in the organization. Staff members received intensive training that is comparable to the training, data, and knowledge transfer received by the Board of Directors. Staff members receive a manual and annual reviews. Volunteers were provided with on-site training in marketing, event planning, social media etiquettes, community engagements, and skills related to their volunteer area. Committees 'responsibilities are formatted on a Word document and storage on a secured google drive. Furthermore, to ensure the validity of the data on the google drive, only certain members have access to edit. ABC Organization data are living document and evolves with ABC Organization developments.

Collection, Analysis, and Preparation of Results

The purpose of this qualitative single case study was to explore the traditional and social media marketing segmentation strategies used by nonprofit leaders to obtain funding from their target audience to remain sustainable. I used the STP model theory as the conceptual lens to address the following research question: What traditional and social media marketing segmentation strategies do nonprofit leaders use to obtain funding from their target audience to remain sustainable? Leaders who are knowledgeable about their consumer develops marketing strategies that focused on the value to the consumer (Shafiee, 2021).

Thematic Findings

To achieve the purpose of this study, the ABC Organization was selected. ABC

Organization is NPO seeking to increase their presence with social media and broaden

their marketing strategies for events. During the data gathering process, I was able to

collect data from multiple sources. Data were from semistructured interviews with

organizational leaders, the organization website, internal and historical documents,

government documents, and other public information. To analysis the data collected, the

Baldrige Excellence Framework was used to identify areas of strengths, weakness, and

opportunities for improvement. At the completion of the analysis, I identified the

following major themes: (a) effective fundraising strategies for grants and donations, (b)

ineffective social media segmentation marketing strategies, (c) partially effective

knowledge management, and (d) well established as a local brand and embedded in the

community.

Theme 1: Effective Fundraising Strategies for Grants and Donations

Effective fundraising strategies for grants requires leaders to be knowledgeable in

several marketing strategies. Nonprofit leaders can use traditional marketing, such as

billboards, print, radio, and television, and other platforms such as social media and

digital communication (text, emails) in their marketing strategies (Nageswarakurukkal et

al., 2020). Private organizations and federal organizations publicize opportunities for

grants on several platforms and nonprofit leaders must be familiar with the different

platforms to take advantage of the opportunity (Panda, 2021). Digital media is a large

source of communication and nonprofits must explore digital media to reach donors on

multiple platforms (Melović et al., 2020). ABC Organization has effective strategies for pursuing grants and donations. The data collected from ABC leaders and other sources reflected the effectiveness of ABC Organization's strategies in remaining sustainable.

ABC Organization has perfected their grant requisition process by creating a standard grant template with all the required elements to allow for uncomplicated grant application submissions. Participant 2 mentioned that part of their streamlined process when applying for grants "is to create multiple grants templates using the same information copy and paste it." Participants 1 and 2 indicated that, "securing grants is a key responsibility for the executive director," and emphasized that the current and previous executive director excelled at securing grants. ABC Organization's strategic leadership team (SLT), noted the grant process is tailored for art, and based on the message for the concert season. The key working areas consisted of anti-racist, diversity, equity, inclusion, current community issues such as COVID-19, and they normally discussed state and city level grants. According to organizational financial records, ABC Organization started securing grants in addition to donation in 2013. Over the course of 6 years from 2013 to 2019, organizational leaders have been able to obtain approximately 1.7 million dollars from grants and donations. Participant 2 stated, "with the help of Trail Blazer tracking software, the leaders have been able to track and maintain relationships with donors" who continued to invest in the mission and vision of the organization through various programs.

The dynamic donors 'program, which consist of a committee of volunteers who are responsible to coordinate donor focus events and reaches out to individual contributors, is one of ABC Organization's primary means of fundraising. Participant 2 communicated that the organization's donor focus events include, but are not limited to "monthly networking meetings, breakfast fundraisers, and holiday themed singing grams." In addition, Participant 2 shared, "The Board will also make follow up phone calls, send out thank you notes, and perform other donor cultivation work." According to ABC Organization annual reports from 2004-2015 (the last available public annual report), the dynamic donor program helped collect a total contribution of approximately $580,000. Moreover, ABC Organization annual report reports total revenue from 2004 – 2015 totaling approximately 1.6 million dollars that reflects the dynamic donor program contribution of 36%.

Figure 8 summarized the revenue received from ABC Organization from 2011 to 2019. While ABC Organization has an effective fundraising strategy, it is not customized for specific audiences. Participant 2 stated that they, "track their performance based on ticket sales and audience counts, which is a manual process." ABC Organization could benefit from customized online fundraising to include targeted campaigns for different identified groups. According to Yilmaz and Blackburn (2022), online fundraising that includes tailored languages, as opposed to general languages, varied by 59% in the amount of funding acquired. With the rapid growth of social media, NPO leaders that work to build e-loyalty will experience a competitive advantage. E-loyalty is built on

creating trust and trust is built by knowing your audience and tailoring language to their expectations (Kowalska, 2021). Participants 1 and 2 have distinct roles regarding fundraising strategies. Participant 1 mentioned that a large portion of his time "is spent making sure the organization collects fundraising dollars," which he is directly responsible for. Viewing ABC organization's SLT actions through the STP model theory lens, Participant 1's fundraising actions are not aligned with the STP model theory because no marketing segmentation is used to target specific donor groups. To align better with STP, ABC Organization leaders could benefit from using the STP model theory for their online marketing, presence, and fundraising.

Figure 8

Total Revenue
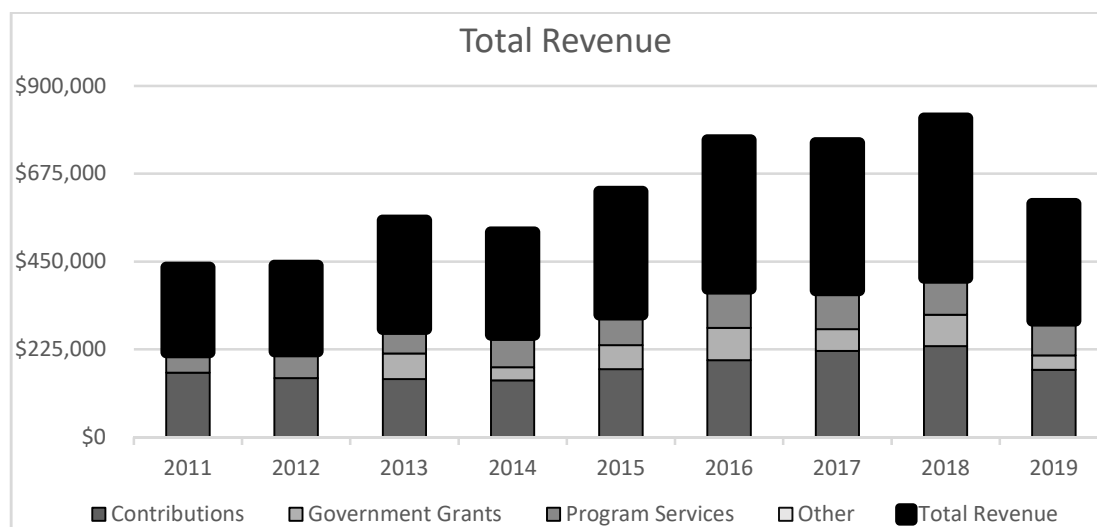
Theme 2: Ineffective Social Media Segmentation Marketing Strategies

Social media marketing provides a less expensive way for nonprofit leaders to engage with their consumer and market their product. Social media provides the

opportunity to marketing, gather rich data on consumers, engagement with the consumer and for leaders to narrate their own story (Appel et al., 2020). The high uncertainty and fluctuating nature of business requires that nonprofit leaders stay abreast of innovations. Organizations that do not evolve with the changes will eventually cease to exist. During this study, I identified that ABC Organization did not have effective social media marketing strategies.

In 2009 and 2010, under the direction of the sitting Artistic and Executive Director, ABC Organization's Twitter, Facebook, and YouTube accounts were created. During my data gathering process the account was managed by a volunteer and the organization were not able to effectively increase their followers. The organization Twitter account from the date of creation to 2022 has 1,093 followers, The Facebook account from the creation date to 2022 yielded 2,523 likes and 3,003 followers. The YouTube channel from creation date to 2022 it has yielded 363 subscribers and 56,415 views. Participant 2 noted that "Because of the COVID-19 pandemic, there have been larger viewing of their concerts on a global scale." ABC Organization's SLT also indicated the lack of social media posts was based on the teams and leadership thinking that, "There is not a whole lot that we should be talking about or sharing on social media…. does not have that much stuff to post three to five times a week." Comparing ABC Organization social media follower numbers to a well-known Choir in the world, they are considerably low. According to the Tabernacle Choir social media pages in February 2020, the Tabernacle Choir had 116.3K Twitter followers (The Tabernacle Choir, 2022a), 571K Facebook followers (The Tabernacle Choir, 2022b), 621K YouTube

subscribers, and 137K Instagram followers (The Tabernacle Choir, 2022c). In addition, a

comparison to a local chorus in the same area, with the same targeted audience, has 4,951

Facebook followers; 781 YouTube subscribers with a viewing of their 2021 concert of

2.7K and an active Instagram page that is updated almost daily. One of the reasons why

the followers have not increased is that the sites are not regularly updated and

engagement with the community is limited. Another reason for ABC Organization's

ineffectiveness in social media marketing is the organization's lack of social media

subject matter experts.

ABC Organization's social media presence on Facebook is the largest compared

to their social media presence on Instagram and YouTube. From 2018 to 2021 a total of

474 post were logged, with 2018 being the highest year and 2021 being the lowest. Table

11 breaks down the posts made each year by month. Facebook is recognized as a tool that

can quickly disseminate information with a built-in analysis feature, insights that will

provide detail information level of engagement, and reach (Rashid et al., 2021). This is

only one of the built-in features of Facebook that the ABC Organization is not utilizing;

other features include fundraising, target marketing, and two-way communications, to

name a few, could also be used.

Table 11

Facebook Posts

Month	2018	2019	2020	2021
January	22	11	4	3
February	12	4	20	4
March	19	6	7	2
April	24	19	16	6
May	12	8	7	5
June	28	33	12	5
July	12	7	3	1
August	12	5	1	0
September	9	4	1	5
October	13	5	5	2
November	30	13	15	2
December	13	9	10	8
Total	206	124	101	43

ABC Organization also has a presence on YouTube and Instagram. The number

of posts combining both platform yields 121. According to ABC Organization's YouTube

from the years 2018 – 2021, 53 videos were posted, specifically from (a) 2018 - 21, (b)

2019 – 0, (c) 2020 – 19, and (d) 2021- 13. Table 12 shows the breakdown of Instagram

posts by year and month. As noted previously, Facebook has several built-in features,

another feature that is not utilized is connecting for automatic updates between Facebook

and Instagram. The posts on Instagram between 2018 -2021 was 88% lower than

Facebook.

Table 12

Instagram Posts

Month	2018	2019	2020	2021
January	2	3	1	0
February	1	2	6	0
March	1	1	0	0
April	2	0	0	4
May	0	0	0	4
June	3	2	2	2
July	0	0	0	0
August	1	0	0	0
September	1	1	0	0
October	1	1	0	0
November	6	7	3	0
December	1	4	1	5
Total	19	21	13	15

ABC Organization's social media strategies were developed by volunteers who may have some knowledge of the different social media platforms, but who are not skilled experts. While ABC Organization is a small NPO and relied on volunteers for the social media and digital marketing strategies, the benefit of investing in a skilled social media or digital expert will likely yield a larger digital footprint. Participant 2 indicated, "The job role of the two new hires includes some digital responsibility. As of 2022, 15% of the community engagement coordinator's role is media and 30% of their responsibility includes Digital Communications, about 30%." The community coordinator primarily:

- Social media communications

- Video editing for the online platforms

- Maintains and updates website

- Sends donor pledge reminders, acknowledgments, and communications

- Supports marketing and development communication needs

Historically, the role of social media and digital coordinator was on the responsibility of the executive director and volunteers. An organization's skill growth is deeply dependent on their workforce. Many organizations have the resources to hire highly skilled candidates for their specific business need (Zito et al., 2021). Participant 1 and 2 confirmed that they recognize the need for a dedicated social media marketing strategist and is a point of discussion by the Board of Directors. Moreover, ABC Organization leaders recognize the lack of data and attention to their social media platforms does not avail them the opportunity to incorporate a segmentation marketing strategy, as outlined in the STP theory model.

Theme 3: Partially Effective Knowledge Management

Knowledge management in essence is managing how you share, use, and gather information, knowledge, or data related to the organization. Baldrige Excellence Framework (BPEP, 2019) management of information, knowledge and information technology noted that the management of knowledge may consist of bulk raw data that may require systematic analysis and data science techniques. As noted, one component of knowledge management is sharing. NPO leaders can share knowledge via process, people, or documents. It should flow in all directions - upstream, downstream, and across.

One area of knowledge management that is not always considered by some NPO leaders is tacit knowledge management. Imran et al. (2021) defined tacit knowledge management as a knowledge in an individual mind and may be challenging to share. From the data collected from ABC Organization, tacit knowledge management is a missing component in their knowledge management process.

ABC Organization continues to improve their information and knowledge management process. Participant 2 noted because of the misuse of funds in 2017, "A new process was put in place that included significant changes; the treasurer is a full time CPA, and the Board is provided regular financial reports." According to Participant 2, the reports include:

> How much money is available, how was it allocated, what can be allocated…fund restricted for concerts, staff pay…how much money is in the bank account or investment account. As well as rebuild the finance committee to include the treasurer, executive director, 2 board member, and outside financial analyst. The entire process is more robust.

As noted previously, the Board of Directors and staff training includes connecting with individuals and a detail manual. However, it was noted by an ABC Organization leader that volunteers are not included in an intensive training or knowledge transfer. Volunteers will receive on-site training. ABC Organization would benefit from having exit interviews with volunteers and including them on the annual evaluation. The bulk of ABC Organization workforce consists of volunteers. The volunteers hold roles ranging from office assistant, communication specialist, stage managers, and historian. The

knowledge the volunteers have and acquire during their time as a volunteer is not noted

nor share in documentation, or person to person transfer process. That results in only 20%

of the workforce (volunteers and staff) who received training and work is evaluated.

In addition to the lack of knowledge being captured from volunteers, data from

program events or marketing is not tracked regularly and analyzed. Participant 2 shared,

"surveys are given after each performance" and indicated data was stored on the

organization's Google drive. Leadership was able to provide survey data from 2014-2019

for analysis, and the surveys allowed the leaders to gather feedback on concert events.

Participant 2 indicated, "There is no process for tracking or gathering marketing data."

The leaders have used surveys, Google analytics, Pandora tracking, and performed a zip

code analysis to examine the reach of their service. Participant 1 noted, "Ticket sales,

promo code sales, and audience zip codes were tracked in 2017, but not continued."

Participant 1 further noted, "While it [tracking results] was a component of his

[Participant 1] role, securing grants were a higher priority." Therefore, data were not

gathered continuously, nor were all of the same tracking tools used by the different

executive director. In addition, the data were not stored for the typical 3 to 5 years for

analysis. For these reasons, the analysis of the organization data process and results

revealed gaps that negatively influence the organization in different areas. Table 13 notes

the different areas and weaknesses. Moreover, ABC Organization's knowledge

management processes are not inclusive of all stakeholders - internally and externally. I

recommend that leadership identify the different segments of stakeholders, as noted in the

STP model theory, and establish a tailored knowledge management processes targeted to

best meet the need of each group. STO model theory can be applied to several areas in an organization, positioning the organization to get the best return on its investment -- externally and internally.

Table 13

Knowledge Management Gaps

Stakeholder	Description
Internal	- Committees' documentation noted overlapping responsibility and not up to date - Data gathered from survey unused or documented for analysis - No additional training for volunteer workforce - No demographic data gathered on volunteer workforce - Several marketing measurement tools used such as Google analytical but not consist with gathering data for analysis - Budget for 2017 mistakenly included reserved funds - High executive director turnover rate
External	- No annual reports listed on organization website after 2016 - Limited engagement with stakeholders on social media platforms - No data collected from social media on external stakeholders - No financial data available on GuideStar or IRS.gov site after 2019 - Social media platform not updated regularly - Two-way communication not utilized

I found that ABC Organization has ineffective knowledge management strategy use at this time and through using the STP model theory it would allow ABC Organization to formulate strategies to identify consumer's giving preference, volunteer interest, patterns on social media, and overall commonalities (Wu & Li, 2018). Using the STP model theory would help ABC Organization's leaders to improve their marketing

budgeting process and identify which segment(s) to target to achieve the highest return on their investment.

Theme 4: Well Established as a Brand and Embedded in the Community

A goal of many organizations and individuals is to be easily recognized and established as a brand. Organizations with an established and recognized brand experience loyalty and brand equity (Leyton et al., 2021). Companies should actively include components in their marketing strategy that establish and increase brand loyalty. With that, establishing a brand incorporate several platforms. Moreover, it include both traditional and digital platforms. Social media has proven to be an inexpensive way to create a foundation for establishing an organization as a brand (Tan & Colakoglu, 2021). Before digital platforms were establish however, companies were able to establish themselves as brands using traditional marketing. ABC Organization has been successful in establishing itself as a well-known local brand in the nonprofit sector.

As a well establish, recognizable brand in their nonprofit sector, the strategies used by ABC Organization have, and will likely continue, to build equity through branding. Branding can be based on prestige or popularity. Prestigious brands are normally high-end, high status, and opulent while popular brands are associated with appeal and social connectedness (Chu et al., 2021). ABC Organization is established as a popular brand. ABC Organization has established itself as a popular brand through the experience of the service is provides. Participant 2 noted, "The organization is called upon and invited to participate in many different ways." In addition, leadership has established long-term partnerships, creating a service experience that is difference from

their competitors, the logo is easily remember and unique, and they have brand loyalty stakeholders invested in their mission and vision.

The organization has appeared on local television, performed international, and featured often in the local news. Data collected from the organization's annual report noted a community partner stated after a performance, "I just sat in the audience and cried ... at all the appropriate places, of course." In an article from the local press, a student noted that ABC Organization is "so much more" than a "gay choir." In addition, ABC Organization's March 2018 Facebook post noted that members of ABC Organization performed live and in concert with British LGBT Awardee 2018, 2019, and 2021, Demi Lovato (Cain, 2021). Participant 2 indicated in addition to performing with Demi Lovato, "members also performed with Hugh Jackman," openly supportive of the LGBTQ+ community. ABC Organization has established itself as a popular and diverse brand, demonstrating their ability to diversify for success.

Their establishment of their organization as a brand, identified a gap in the supple of their services and the demand. The gap in the demand result in the creation of the smaller a cappella ensemble to be able to address the high demand for their service of singing songs that educate on inclusiveness and equity. Participant 2 highlighted that "the Choir is known nationally [United States of America], maybe not internationally beyond Europe," and emphasized, "They are very well-known amongst the different composers, directors, and choruses 'association; and called upon often." The ABC Organization is also working to increase their digital presence to expand their brand internationally.

Embedded in the Community. One of the cornerstones for most NPOs is to fill an identified gap in the community. To effectively fill a gap, an organization must be embedded and engaged in the community. Organizations that are engaged in the community have a better understanding of the community's needs and can connect with to the community better (Kim, 2021). Participant 1, the executive director, emphasized the importance of "using their concert events to connect with the community on national wide issues, such as the influence of the New Presidential administration in 2016 and creating a place sanctuary for all." As they presented a concert with composition that honored immigrants. Embedded organizations experience a higher level of trust from the community (Lumineau & Schilke, 2018), and ABC Organization is embedded in the community.

ABC Organization is a nonprofit focused in the art sector. The strategies used by the company have established a high level of trust. Participant 1 noted, "Most [of its] events are located in the community, the concerts are a safe space that celebrate the language of love, where the audience and singers can feel at home." Nevertheless, Participant 1 still expressed "There is still much work to be done in the community." In addition, ABC Organization has two arms of the program that partner hand and hand with the community. ABC Organization a cappella chorus is often invited to peoples 'homes and private events to perform. On average, they have more than 20 events during the choir year. Participant 2 noted that as of 2021, "Rehearsals are open to donors and others." Participant 2 shared that open rehearsals provide another opportunity to "have

conversations with the community, discuss different topics, and continue to engage

intimately with the community." Other strategies include ABC Organization's

partnerships with the schools. ABC Organization builds a connection with the youth, and

the connection will grow with the youth and expand to their families and friends. Thus,

these outreach strategies further solidify ABC Organization's connections while

embedding the company in the community.

In addition to ABC Organization services reflecting their connection with the

community, the number of volunteers reflects community engagement. ABC

Organization was founded in the 1980s, and since that time, more than 50% of its

workforce has always been volunteers. As of 2022, 80% of the workforce are volunteers.

The volunteers hold critical roles and often dual roles. For example, the Board of

Directors is volunteers, and several of the members continue to remain with the

organization after their term on the Board ends. In addition, the volunteers become one of

the leading ambassadors for the organization. As they become invested in the

organization, they share their support of its mission and vision with their family, friends,

and others. The volunteers' duration is a reflection of the loyalty that the volunteers have

for the ABC Organization. ABC Organization does have some segmented areas identified

for volunteering and community groups; however, they have not tailored their marketing

strategies to the noted segments nor incorporated positioning in the community.

I recommend that ABC Organization continue to build on their brand and

community engagement to incorporate positioning. The proper positioning could result in

the Organization establishing itself as a prestigious and popular brand. In the STP model

theory, positioning relates to how organizations are viewed compared to others in its marketing area (Lubytė, 2021). Incorporating brand positioning may increase ABC Organization's brand to extend beyond the Midwest region to the global stage.

Product and Process Results

In the following subsections, I describe ABC Organization's products and service processes, including details about how those products and services are measured for performance and the measure's effectiveness to the organization's performance. ABC Organization is a NPO located in the Midwest region of the United States of America in the art sector that has been in existence since the 1980s. The founders of ABC Organization set the goal to create social change through music while educating about the LGBT community. The leaders continue to promote the mission and extended their services to include a main chorus, an acapelle ensemble, and partnerships with one to three school choirs annually.

ABC Organization leaders do not have a standard performance appraisal system in place. By whom? An annual report includes the number of performances, financial data, and highlights for the year. ABC Organization's website provides annual reports from 2004-2008, 2010-2015, and 2020-2021. The annual reports do not provide reporting of each product's performance from the available data; one can deduce their performances are product offerings. Table 14 includes the income recorded from performances for 10 years. Furthermore, in its 33 years of existence, ABC Organization

has increased its main chorus volunteers by 40%. Leaders of ABC Organization rank high in volunteer retention.

Table 14

Annual Income

Year	Income (in US Dollars)
2004-2005	39,770
2005-2006	40,548
2006-2007	46,233
2007-2008	39,051
2011-2012	37,414
2014-2017	17,588

ABC Organization has increased in some areas of funding while other areas have identified gaps. Specifically, ABC Organization can achieve sustainability from grants, donations, and several fundraising projects and has dedicated committees focused on each area. However, ABC Organizations leaders were not able to provide details on each committee's performance. In addition, financial reports detail the funding in the different categories of program services, grants, and other contributions. However, leaders were unable to provide a detailed breakdown of the other contributions.

Customer Results

ABC Organization's mission is to bring people together and positively change the environment using music as the nexus. ABC Organization's customers include volunteers, students, donors, and other stakeholders who occupy multiple roles. One of their larger products is their main chorus. The chorus began performing in June of the

1980s and showed a steady increase in the number of performances and customers. In 2005, ABC Organization completed 19 concerts and 35 performances in 2015, as noted in Table 15. This does not include the consumers reached with their a cappella chorus that averages 25 private concerts a year.

Table 15

Number of Annual Performances

Year	Concerts or Public Events
2004-2005	25 concerts
2005-2006	29 concerts
2006-2007	28 concerts
2007-2008	23 concerts
2011-2012	34 concerts
2014-2017	40 plus concerts

ABC Organization a cappella chorus was formed in 2000. ABC Organization's artistic director created the a cappella chorus out of necessity because of the high number of requests for the main chorus. The a cappella ensemble reported 17 concerts in 2005, 20 concerts in 2014 and 13 concerts in 2015. During the other not noted years the a cappella concerts and the main chorus concerts were reported together in the annual report. The inconsistency in reporting is a noted gap in that ABC Organization does not have a standard tracking process. However, from the report we are able to report on the numbers of individual reached from ABC Organizations performances with the main chorus, a cappella ensemble and school concerts partnership.

ABC Organization's customers are also comprised of students, parents, and consumers. The company partners with several schools in the areas furthering the reach of their mission by providing education to the student in a curriculum approved program culminating in school concerts. ABC Organization does not have a method of tracking the results of their partnership with the school but does evaluate their performance on the student's feedback. ABC Organization annually reports positive feedback from students and schools which all continue to partner with the ABC Organization to date.

ABC Organization's products continued to grow from their events. In 1990, they commissioned their first customized piece and sold over 30 new items. The organization released their first compact disc of music in 2001 and 5 more since 2017. The official website went live in 1999 and they have been featured in several articles for local newspapers, featured on public radio, the artistic director received a legacy award for outstanding leadership, and in 2017 was mentioned in the New York Times as a feature story for a grant recipient. A press commended ABC Choir on *the rich, full sound, and the professional musicianship.*

The consumer results of ABC Organization can also be tracked through their volunteer engagement. The largest portion of ABC Organization's internal stakeholders are volunteers. The leaders of ABC Organization have built a brand that many believe in and support. Their volunteers range from bookkeepers, fundraiser chair, event coordinator and several others. From their existence ABC Organization volunteer range has grown by great with the expansion of the main chorus, the a cappella ensemble, and the nonvocal volunteers as noted by Figure 9. The leaders of ABC Organization noted in

2021 that the volunteer sector had reached the capacity and at the moment they were not accepting any new volunteers.

Figure 9

ABC Volunteers Growth
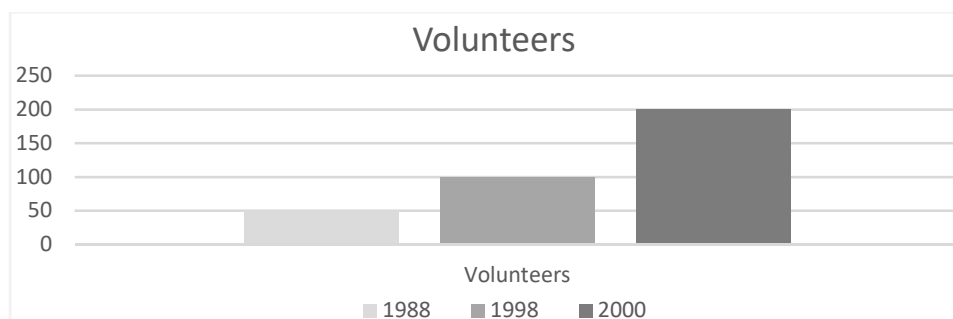
Note. ABC Organization was established in 1980s with 50 main chorus members. In 1990s the nonsinging section was established and in 2000s the a cappella section was established.

While ABC Organization does not have a formal performance tracking tool, ABC continues to be recognized in the community and one can deduce that their product is producing a positive influence within the community. A student choir member reported feeling a "strong connection and acceptation with choir volunteers." An audience member reported "gratitude for the music and the mission of the organization." A community member communicated exhilaration with ABC Organization advocacy in the community and the privilege of hearing them sing and the work they are doing in the community. In the 2010s, Chorus of North America [pseudonym] invited ABC Organization to perform at a well-known chorus event that was televised. ABC Organization was 1 of the 8 choral ensembles in the area that was invited to participate.

The reach of ABC Organization broadened and also in the 2010s, ABC Organization completed their first European tour, performing in Ireland.

ABC Organization is an innovative organization and continues to evolve. In 2008, ABC Organization established itself on Facebook, expanding to Twitter and Podcasts in 2009. ABC Organization's 2021 annual report noted has reached over 4,000 in weekly gatherings on social media, 145000+ listeners on via podcast, and 30,000+ in virtual performances. ABC Organization leaders are committed to their mission, working through many avenues to reach their consumers. The growth of ABC Organization's volunteers, performance reach, and long-term partnerships with the community is evidence of their results. However, leaders do not avoid opportunities for improvement.

Workforce Results

ABC Organization workforce consists of paid staff, contractors, and volunteers. ABC Organization depends on their workforce to reinforce the mission and vision. The organizational leaders measure their paid staff by the results of events and a yearly survey but were unable to provide the results of the survey. According to ABC Organization leaders, surveys are informal and not tracked. However, ABC Organization does budget for paid staff professional development and encourage attending workshops, classes, and conferences. Regular interaction with their workforce occurs through weekly staff meetings, weekly rehearsals for the main chorus, as needed rehearsals for the a cappella chorus, monthly equity and engagement meetings, event concerts, community engagement performances, and partnership meetings.

Results of a workforce should be tracked in a bi-directional manner. While ABC Organization leaders are measuring the performance of their staff, it has also been important to measure job satisfaction. NPOs have to compete with nonprofit and for-profit organizations for human capital and must be able to develop creative means to enhance job satisfaction to secure and retain qualified staff (Bastida et al., 2018). Employees with greater job satisfaction perform better and will remain with their organizations longer than dissatisfied employees. This is also true with volunteers who experience fulfillment and who are likely to remain with the organization and invest (Buonomo et al., 2020). ABC Organization workforce turnover is low for their paid staff and volunteers. One of their longer workforce members is the artistic director, who has been with the company since 1995, and has also served in the role of executive director simultaneously.

In addition, ABC Organization's community engagement helps to build the workforce, through supporting and building new relationships in the community. ABC Organization continues growth in the community by building additional resources to continue to achieve their mission and vision. As of the early 2020s, ABC Organization consisted of 5 paid staff members, 10 Board of Directors members, 125 main chorus members, 15 a cappella ensemble members, and 50 nonsinging volunteers.

Leadership and Governance Results

ABC Organization's leaders are examples for their workforce and work to create an environment and govern themselves in a manner that exhibits the values and goals of the organization. ABC Organization leaders are responsible for assisting in resource

management, performance and conflict resolution. ABC Organization leaders meet monthly with the executive director to review the status of projects, events, budgets, and day to day business issues. ABC Organization Board of Directors performance is measured by the goal set in the annual retreat. The members of the Board of Directors are required to invest in ABC Organization and give cash or in-kind gifts. Moreover, the Board of Directors actively engage their personal and professional network provide further assistance in bring in financial resources and volunteers. The Board of Directors leadership results are examples for staff leaders and volunteer leaders.

ABC Organization's Board of Directors are evaluated annually on mission-alignment, effectiveness, skills, diversity, communication, goal, attendance, workforce relationship, and leadership engagement. All evaluation processes are conducted by the leadership development committee. Board members deemed to not be performing to an acceptable level may be given an opportunity for improvement or removed from the board by a board vote. The Board of Directors measures the performance of the executive director.

The executive director is responsible for ensure all government laws and regulations are being followed and reporting any discrepancies to the Board of Directors in the monthly meeting. The executive director is primary point of contact for day to day activates. The ED is responsible for addresses workforce conflicts, ensuring initiative of building in the community for spaces that support the LGBTQ+ community, artistic integrity in music, and creating social change for the rights of the LGBTQ+ community.

ABC Organization leaders maintain the organization position on fairness and being a socially responsible organization. ABC Organization has a tobacco industry policy that restrict the distribution of free sample of tobacco product or coupons at events, accept donation from organization whose primary resource is more than 50% of activities related to tobacco products, and will not allow tobacco advertisement at ABC Organization events. Internally ABC Organization does not permit harassment in any form and will not tolerate nor condone any retaliation against individuals in any form. ABC Organization workforces are encouraged to report harassment issues or concerns, and all are held responsible for creating a harassment free environment.

Financial and Market Results

ABC Financials

ABC Organization leaders reported having several successful years of securing financial resources and diversifying their revenue. ABC Organization financial sources include grants, contributions, donation, fundraiser, and income from programs. For this study, financial data were available up to 2019. Senior leaders nor any online archives searched yielded financial data for 2020 and after. Senior leaders noted in their annual reported they are continuing to work to increase their bank reserve and increase the cash flow each year. It is highly recommended for NPOs to include operating reserves in their financial management to survive economic downturns (Kim & Mason, 2020). ABC Organization leaders noted in 2017 their cash reserved were include in the budget and resulted in a decline in profitability as indicated in Table 16.

Table 16

Profitability

	2014	2015	2016	2017	2018	2019
Unrestricted surplus (deficit) before	$763	$24,872	$3,871	($44,604)	$13,186	-$5,798
depreciation as a % of expenses	0.30%	8.30%	1.10%	-10.40%	3.30%	-2.0%
Unrestricted surplus (deficit) after	$763	$24,872	$3,871	($44,604)	$13,186	-$5,798
depreciation as a % of expenses	0.30%	8.30%	1.10%	-10.40%	3.30%	-2.0%

Table 17 shows ABC Organization liquidity. From 2014 – 2016 as stated, the organization had a cash reserved of 2.1 to 2.6 months. Although the cash reserve was included in the budget for 2017, ABC Organization was able to retain some cash reserve. In 2018, ABC Organization was able to increase the cash reserve and continue to move in an upward direction.

Table 17

Liquidity

	2014	2015	2016	2017	2018	2019
Months of cash	2.1	2.4	2.6	0.8	1	2.7
Months of cash and investments	2.1	2.4	2.6	0.8	1	2.7
Months of estimated liquid unrestricted net assets	2	2.8	2.4	0.8	1.3	1.5

ABC Organization principal financial officers use a software program to measure financial revenue. ABC Organization tax statements include revenue from performance, member dues, event ticket sales, merchandise, grants, gifts, contribution, and others (see Figure 10). It is noted that 2016 noted their high year for ticket sales and performance events. This was later followed by their lower year for ticket sales between the years of 2014 – 2018. 2017 showed to be a challenging year for ABC Organization.

Figure 10

Program Revenue
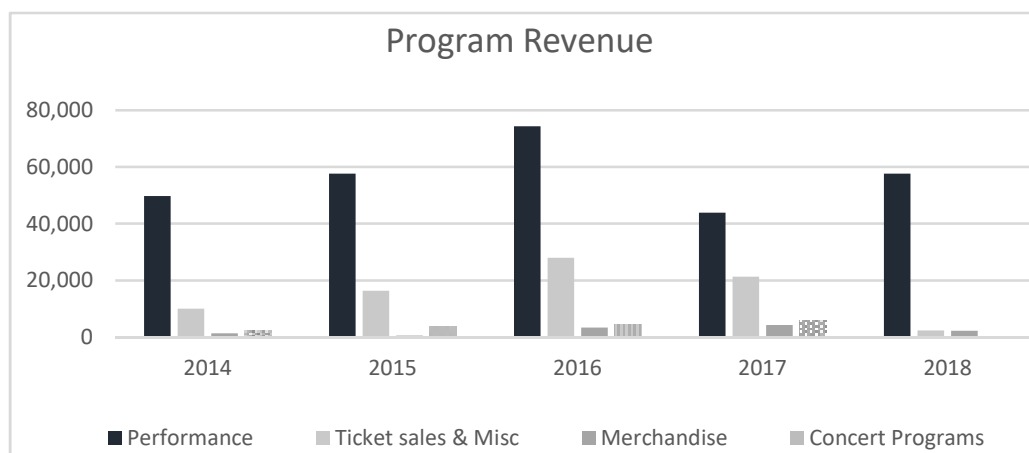
ABC Organization was aggressive in increasing their revenue and members of ABC Organization Board of Directors report the organization continue to accomplish monumental milestones. These milestones include an increase of board of directors members 'increase by 50% from 2014 to 2017. In addition to an increase of revenue by 45% from 2014 to 2017 as documented in Table 18 revenue composition. Revenue for ABC Organization decrease in 2017 but increased to its peak in 2018. Grants and contribution represent the largest portion of ABC Organization total revenue and government grants the smallest.

Balance sheets are often used to give a snapshot of an organization's financial health at a point in time. NPO leaders must possess broader knowledge of their organization's financial data to assess their financial performance and business sustainability performance (Poursoleyman et al., 2022). The relationship between financial and sustainability performance can be measured by an organization's financial asset, equity, and capital (Pham et al., 2021). ABC Organization's Board of directors continue to explore ways to increase financial and sustainability performance. I recommend for leadership to consider a more target-marketing approach as outlined in the conceptual framework this study – the STP model theory. Creating tailored social media marketing campaigns may increase community awareness, engagement, and support. The financial health and budget are reviewed by the Board of Directors during their regular meetings.

Table 18

Revenue Composition

	2014	2015	2016	2017	2018	2019
Total revenue (unrestricted & restricted)	$262,268	$314,519	$380,648	$376,759	$408,190	$298,741
Total revenue, % change over prior year	-5.50%	19.90%	21.00%	-1.00%	8.30%	-26.8%
Program services revenue	26.70%	24.40%	25.30%	25.30%	21.70%	29.8%
Government grants	12.90%	19.30%	21.90%	14.70%	19.60%	12.3%
All other grants and contributions	60.40%	55.50%	51.80%	58.70%	57.20%	57.9%
Other revenue	0.00%	0.80%	1.00%	1.30%	1.50%	0.0%

ABC Organization increase in revenue is also reflected with an increase in expenses in some area. This increase is noted in personnel that decreased from 2014 to 2017 and increased in 2018. In addition to the decrease in 2018 by 8% that also included a write off of "bad debt" as indicated on ABC Organization's tax return statement and Table 19 expense composition. ABC Organization's tax returns as indicated expenses include production, marketing, development, salaries and wages, payroll taxes, services

fees and other, Table 19 breakdowns the percentage in summary of personnel, fees, occupancy and other.

Table 19

Expense Composition

	2014	2015	2016	2017	2018	2019
Total expenses before depreciation	$262,064	$298,786	$366,177	$429,329	$395,004	$283,439
Total expenses, % change over prior year	3.40%	14.00%	22.60%	17.20%	-8.00%	-28.2%
Personnel	56.30%	50.10%	47.20%	39.60%	50.00%	53.3%
Professional fees	4.80%	0.00%	0.00%	0.00%	0.00%	0.0%
Occupancy	4.00%	2.10%	2.10%	1.60%	1.80%	2.8%
All other expenses	34.90%	47.80%	50.70%	58.80%	48.20%	43.9%

In securing financial or volunteer resources a company's financial health may be evaluated to establish a clear picture. One way to determine a company's financial health is through their balance sheet that shows a company's assets. ABC Organization's total net assets as reflected on Table 20 balance sheet composition reflected steady increase from 2014 to 2016 and decrease of 80% in asset in 2017. ABC Organization's leaders communicated the cause of the decrease was addressed and did not negatively influence

the services offered to the community. Moreover, senior leaders have measures in place to mitigate the risk in the future.

Table 20

Balance Sheet Composition

	2014	2015	2016	2017	2018	2019
Total asset	$115,838	$118,169	$158,234	$34,163	$56,533	$72,435
Total liabilities	$6,051	$4,378	$14,581	$5,969	$15,153	$15,753
Total net assets	$109,787	$113,791	$143,653	$28,194	$41,380	$56,682

Key Themes

As part of the data analysis process from the data collected from ABC Organization from semistructured interviews, organizational documents, financial statements, online sources, and google drives, four themes were identified. I expanded on the thematic findings which were (a) effective fundraising strategies for grants and donations, (b) ineffective social media segmentation marketing strategies, (c) partially effective knowledge management, (d) well established as a brand and embedded in the community. The themes identified included areas of strengths, weaknesses, and opportunities. Using Baldrige Excellence Framework, the data were analyzed then emergent themes were subsequently evaluated on approach, deployment, learning, and integration criteria.

According to the Baldrige Excellence Framework (BPEP, 2019) approach measures the effectiveness, efficiency, and repeatability of the organization leaders' techniques when implementing a process. Deployment measures, if applicable, if the approach used by the organization's leaders is used consistency throughout the organization (BPEP, 2019). Furthermore, as the organization receives feedback, the learning criteria evaluates the effectiveness and efficiency of an organization ability to adapt to feedback and integration measure how the feedback is harmonious integrated and aligned with the business goals, plans, and performance related activities (BPEP, 2019). Evaluating an organization using the approach, deployment, learning, and integration criteria provides organization leaders with detail information for continuous improvement.

In the final components of Section 3, I will use the Baldrige Excellence Framework to evaluate ABC Organization. The Baldrige Excellence Framework (BPEP, 2019) provides a comprehensive view of an organization's strengths and opportunities on the criteria's of (a) levels, (b) trends, (c) comparisons, and (d) integration. The evaluation of ABC Organization's was categorized into four sections, the organization's process strengths, process opportunities, results strengths, and results 'opportunities. I used the Baldrige Excellence Framework to gather detailed information on various processes, the results of those process and provided organization leaders with the identified strength and opportunities of the business processes to aid in the achievement of the organization's goal.

Process Strengths

Through Section 3 of this study, I examined various processes and results of the study of the ABC Organization. In the next subsections is an evaluation of ABC Organization's process strengths and opportunities. The evaluation of ABC Organization's processes followed Baldrige Performance Excellence Program evaluation factors - approach, deployment, learning and integrations (ADLI). In addition, the evaluation of ABC Organization's results followed Baldrige Performance Excellence Program evaluation factors - levels, trends, comparison, and integration (LeTCI). In the previous section, I expanded on the ADLI process, I now expand on the LeTCI process. The levels (Le) is the current level of ABC Organizations performance, trends (T) is the slope of ABC Organization's performance improvement rate, comparison (C) compares ABC Organization's performance to their industry leaders, and integration (I) is based future performance, harmony across all processes, and how effectively it execute organization mission, vision, and goals.

Financial Management Process ALDI Evaluation (Strengths). Financial management is vital in the sustainability of an organization. The financial management process includes planning, organizing, and controlling the financial activities of the organization. ABC Organization has been effective in managing the finances of their organization. The nonprofit receives financial resources from several areas and financial leaders adapt, learn, and strategically improve. Based on ABC Organization's GuideStar financial reports from 2004 to 2019, ABC Organization has reported lost thrice and it did

not negatively influence their ability to provide their product. Moreover, the following year reported a gain. ABC incorporate has sound bookkeeping and incorporates a financial software to track financial resources, manage budgets, project cash flow and profit and lost statements.

I evaluated and scored ABC Organization financial management in accordance with Baldrige Criteria for Performance Excellence. ABC Organization is a financially solvent company and continually procures revenue that exceeds their expenses. The organization's financial management process is a viable action plan that can mitigate risks. Data gathered reflected donor loyalty, several revenue streams, and fiscal stability. Based on ABC Organization 'ability to sustainably continue to reflect their ability to effectively manage their financial needs for the foreseeable future and Baldrige Performance Excellence Criteria, my evaluation revealed ABC Organization has a mature financial management process with integrated approaches yielding a score of 80 - 85%.

Volunteer Workforce ALDI Evaluation (Strengths). Volunteers in ABC Organization account for more than 85% of the workforces. According to Baldrige Excellence Framework (BPEP, 2019), an organization's workforce includes employees, volunteers and interns that assist the organization in achieving their organization goals. ABC Organization acquired their volunteers from several sources that include the organization website, events, and word of mouth. Volunteers are dedicated to the goals and principles of ABC Organization. The volunteers assist and play leadership roles in several areas of ABC Organizations and are ambassadors in the community for the organization. In 1989, ABC Organization was introduced to the community with two

concerts, one in March and one in June that acknowledge and thanks 51 main chorus members and 11 associated members, all of which were volunteers. As of 2021, ABC has three identified areas for volunteering - the main chorus, the a cappella chorus, and the nonsinging section. ABC leaders communicated that the organization does not have the capacity to accept any additional volunteers.

I evaluated and scored ABC Organization's volunteer workforce in accordance with Baldrige Criteria for Performance Excellence. The organization's approach to acquiring volunteers is repeatable, reliable, and systematic. The leaders were able to answer multiple questions on the recruitment process for volunteers. ABC Organization provides their volunteers with a calendar that includes all opportunities for volunteering in the different areas of the company leadership noted the volunteers receive some training; however, a gap exists in the amount of training received between the paid staff and the volunteer workforce. ABC Organization leaders are researching viable strategies for improvements in this area. Based on ABC Organization high volunteer retention rate and Baldrige Performance Excellence Program criteria my evaluation of ABC Organization processes for volunteer workforce is approaching alignment with training and has integrated approaches for volunteer recruitment and retention yielding a score of 65-70%.

Process Opportunities

For the opportunity section of this study, I identified a few areas of opportunity for improvement (OFI) in the ABC Organization. The largest identified area was measurement, analysis, and knowledge management process. ABC did not have a

systematic approach across the organization for gathering data for analysis. Senior leaders noted during the interview process that the largest lost reported was a result of an executive director that lacked the knowledge and a full understanding of the organization. During the next few sections, I will provide details of the different process opportunity and provide a Baldrige Excellence Framework Score.

Performance Measurement, Analysis and Knowledge Management Process ALDI evaluation (OFIs). ABC Organization is a sustainable organization; however, they do not have a consistent tool for measuring and analyzing the product or workforce for continuous improvement. ABC Organization has used several tools to track product performance, such as google analytics, ticket code management, surveys, and others. However, the data shared from leadership reflected that the data were not compiled in a manner to be analyzed or comparative. While leadership understood the importance of trend analysis for future product forecasting, the organization's performance measurement process lacks a mature systematic approach for collecting, measuring and analyzing their product. ABC Organization's lack of performance measurement process is additionally immature for the volunteer workforce.

During the data collection process of ABC Organization, the data revealed that leaders did not view volunteers in the same manner as paid staff in their workforce process. While their volunteer population accounted for over 85% of their workforce and exhibited dedication and brand loyalty to the goals of the organization, ABC Organization leaders only invested in training and evaluation with their Board of Directors volunteers and not all volunteers that hold leadership or key roles in the

organization. Volunteers received initial intake training and no additional follow-up

training was reported by senior leaders. In addition, senior leaders were not able to

provide any data on their volunteers 'skill set, educational background, or an evaluation

of their performance. In addition, there is no exit interview or capture of volunteers'

knowledge when they leave the organization. Based on the fact that volunteers of ABC

Organization held key roles in the success of the company, the lack of collected data and

redistributing of knowledge to the volunteer workforce, and the lack of a consistent tool

for collecting and analyzing data, my evaluation of ABC Organization process

management process yielded a score of 35-40%. The organization is in the early stages of

creating repeatable processes of obtaining comparative data on their product and

volunteer workforce for analysis and evaluation. The organization is continuing with the

systematic evaluations and working towards strategic process improvements.

ABC Organization knowledge management process consists of oral training, a

Board of Directors or Staff manual, google drive access, website review, and on-site

documentation. ABC Organization's website provides annual reports from 2004 to 2015.

There were no annual reports available from 2016 to 2019. Coinciding with the largest

financial gain and loss in ABC Organization history occurred during this period, hence

the details of the different reporting areas noted in the other annual reports are unknown.

Leadership contributed the financial loss to a misuse of reserve funds. The financial error

unveiled a lack of harmonization or integration of knowledge in the organization. Based

on the lack of evidence of annual reports during 2016-2019 period and the lack of

transition of knowledge management on finances, my evaluation of ABC Organization

knowledge management process yielded a score of 60-65%. ABC Organization adapted and began to work towards a more systematic and aligned approach of documentation and knowledge management processes. This reflects a learning from the experience and strategic improvements within the organization.

It is my recommendation that ABC Organization incorporate online tracking tools to gather data on the organization performance and store it in a format for analysis. Due to the lack of current measurements, ABC Organization leaders should gather and retain data for 5 to 7 years. The responsibility of overseeing data gathering and storage should be assigned to a specific role and the data should be reviewed quarterly by the Board of Directors. It is also my recommendation that ABC Organization incorporate volunteers that hold leadership or key roles in the organization in training and create a database to gather volunteer information. In addition, ABC Organization leadership should consider creating smart goals for clear measurements and conduct annual Strengths, Weaknesses, Opportunity, and Threat analysis on the organizational goals and processes. Last, incorporate a robust traditional and digital marketing strategy with a designated person for monitoring all digital media platforms.

Results Strengths

Financial Results LeTCI Evaluation (Strengths). ABC Organization has a solid financial health. They are able to provide information on the donor list in their annual reports and financial details to GuideStar. Through ABC Organization annual reports, stakeholders are able to view ABC Organization performance measurements and acquire an understanding of the services and influence of ABC Organization in the community.

The leaders 'ability to effectively manage funds resulted in an increase in the workforce. ABC leaders demonstrated an understanding of the finance process and was able to address a multitude of questions related to the financial health of the organization. ABC Organization 'ability to adapt and have a harmonious process in the financial management activities aligns with the Baldrige's criteria of Integrated Approaches and yields a score of 70-75%. The score is a reflection of the four years of annual reports not accessible to stakeholders on the organization's website.

Volunteer Workforce Results LeTCI Evaluation (Strengths). A solid strength of ABC Organization is their volunteer workforce. ABC Organization volunteer workforce hold key leadership roles. This includes ABC Organization Board of Directors; board members are not compensated for their work. An evaluation of the organization's overall workforces revealed the volunteers 'turnover rate was the lowest of the organization's workforces overall. In addition, the data collected reflected that the volunteers trusted and believed in the mission and vision of ABC Organization. Based on ABC Organization volunteer workforce continued evolvement throughout their existence, the establishment of the organization as a brand, and the support from the community ABC Organization has an integrated approach to the organization strategic and operational goals and yields a Baldrige Performance Framework Excellence score of 85-90%.

Results Opportunities

Performance Measurement and Analysis Evaluation (OFIs). As noted in process opportunities, ABC Organization lacks a standard process for gathering and tracking performance and product results. The lack of data yields a lack of results for measuring and analyzing. ABC Organization leaders are able to use feedback, continued financial support, and volunteer engagement as measurements to evaluate results in some areas. ABC Organization noted a strategic goal as increasing ticket sales to sponsored events. The lack of data does not avail senior leaders with the knowledge of the results of the different marketing strategies implemented to increase ticket sales. Based on the lack of data available and provided to senior leaders ABC Organization leadership cannot identify trends on marketing strategies results or performance level. The lack of data on performance measurements in line with the Baldrige Performance Excellence Criteria, demonstrates ABC Organization performance measurement and analysis of results is lacking in reports and trend data yielding a 40-45%.

Project Summary

Finance is necessary for all types of businesses and organizations. Nonprofits have to be creative and innovative in marketing and advertising to secure funding. Many small to medium business owners are not knowledgeable on how to use low-cost marketing such as social media marketing to their advantage (Lupo & Stroman, 2020). Due to the large pool of competition NPO are faces with other NPO, nonprofit leaders that are armed with traditional and social media marketing strategies experience a competitive advantage. Organization leaders who use digital marketing build a solid

relationship with their target audience by utilizing two-way communications to meet the need of the consumer (Hakim et al., 2019). ABC Organization and other NPOs understand the importance of marketing and utilizing social media to reach their target audience.

In this study, I used the Baldrige Performance Excellence Program and the STP theory to analyze the marketing strategies used by ABC Organization to promote its mission, secure funding, and remain sustainable. I collected data using semistructured interviews, the organization website, current and past organization data, financial documents, and public documents. I used the conceptual framework STP model theory and the 2019-2020 Baldrige Excellence Framework criteria to gather information in the areas of leadership, strategy, customers, workforce, operation and analysis, measurement, and knowledge management. In addition, I also used the Baldrige Excellence Framework ALDI and LeTCI techniques to examine and analyze the data gathered.

After a thorough examination and a thematic analysis of the rich and thick information gathered from ABC Organization senior leaders, I was able to identify strengths and opportunities for improvement. In addition, after a thematic analysis of the data four primary thematic findings were revealed. The primary thematic findings were (a) effective fundraising strategies for grants and donations, (b) ineffective social media segmentation marketing strategies, (c) partially effective knowledge management, and (d) well established as a brand and embedded in the community. The identified strengths, opportunities, findings, and recommendations of this study can assist ABC Organization leaders and other nonprofit leaders in gaining knowledge of different methods to

acquiring volunteers, establishing brand loyalty, benefits of measuring and managing product performance and knowledge management.

ABC Organization is an established brand in the Midwestern region. The chorus has performed internationally and has been featured on television. They have a steady following for their concerts. Data from their events report suggest that the concerts have been successful and that ABC Organization's influence is growing. Survey data reflect attendees and volunteers experienced positive feelings and based on the steady flow and upward movement of ticket sales, knowledge of ABC Organization and spread and their brand footprint is increasing in the community. Knowledge of ABC Organization and the services it offers has been shared by their participants, singers, volunteers and other choruses.

ABC Organization does not yet have a solid grasp on their customer groups or market segments, and they do not understand the scope of their reach as compared to what is possible. They are coming up short on their target event financial and market capture based on their capacity. For example, selling only 450 seats of a 900-seat venue. ABC Organization incorporated social media into their marketing strategy, but they have not reached a level of maturity to reap the benefit of an engaging two-way communication between an organization and its target audience; moreover, having the knowledge to create a target marketing strategy for their product offering to their target audience to increase the return on their marketing budget.

Contributions and Recommendations

Obtaining financial resources are a necessity for all types of businesses. Many organizations use marketing to entice consumers to purchase, give, or support their organization's goals. Specifically, NPOs have to create innovative ways to secure funding in the large pool of other NPOs. Nonprofit leaders who use social media marketing are able to engage with their target audience and increase awareness of the organization (Swart et al., 2021). The shift to digital marketing created an avenue for nonprofit leaders to influence their target audience spending behavior (Pantano et al., 2019). ABC Organization leaders and other understood the importance of shifting their marketing strategies to incorporate traditional and digital marketing.

The purpose of this qualitative single case study was to explore the traditional and social media marketing strategies used by nonprofit leaders. The results of this study yielded several themes and recommendations that nonprofit leaders may use to increase their awareness of the different marketing strategies available. In the next few sections, I will reiterate the identified themes and recommendations provided to ABC Organization's leaders. ABC Organization was established in the late 1980s and the organization has mature and immature processes that were identified during my examination of seven categories. The examination yielded several strengths and weaknesses that I will also summarize in the next few sections.

Based on the four themes, three strengths and two opportunities that were presented to ABC Organization leaders the recommendation was clear on the importance of gathering data, analyzing the data, and using that data to provide the most

advantageous position for the organization. The conceptual framework used for this study, the STP model theory provided an excellent lens to examine the data gathered. Organization leaders that use segmentation, targeting, and positioning can create a tailored marketing strategy to extend the reach of their marketing dollars (McDougal et al., 2021). ABC Organization's volunteer and donation processes have yielded success, and many organization leaders can learn from the strategies used by the organization to advance their organization's marketing strategies in the identified area. However, ABC Organization's lack of data reduced its ability to be able to create a tailored marketing strategy. Baldrige Excellence Framework (BPEP, 2019) noted that fact-based knowledge is the foundation for performance improvements and competitive advantage. Nonprofit organizational leaders can glean from ABC Organization leaders that while several of their strategies have provided to be fruitful, the benefit of tailored marketing strategies could be high yielding. In addition, NPO leaders can use the data gathered from the ABC Organization assessment as a starting point for process improvement and a benchmark for process effectiveness.

Application to Professional Practice

Nonprofit leaders that are consistent and innovative when using a marketing strategy are more effective at securing financial and volunteer resources. Leaders that invest in acquiring the knowledge necessary to use all the available platforms to create tailored marketing plans are more proficient in reaching their target audience. One of the most prevalent platforms is digital marketing. Online marketing is a standard tool for organizations to use but can create challenges if the users have no knowledge of how to

use this platform (Tarik & Adnan, 2018). Moreover, leaders with social media marketing strategic knowledge can disseminate information to effectively reach their target audience (Vedel et al., 2020). In this section of my study, I offer comprehensive information on how business practitioners can employ the findings of this qualitative single case study in their professional practice and further the advancement of their business.

The purpose of this qualitative single case study was to explore the traditional and social media marketing strategies used by nonprofit leaders to remain sustainable. Qualitative research reveals the different dimensions of an individual's experience to a phenomenon and provides knowledge and understanding of that phenomenon (Chauvette et al., 2019). Social media marketing provides several advantages for small to medium enterprises. One advantage is that social media marketing provides an opportunity for organizations to share information with their target audience. Another advantage of social media marketing is that nonprofit leaders that are challenged with the high cost of mass marketing can use the cost-efficient marketing strategies of social media to extend the investment of their marketing budget (Nageswarakurukkal et al., 2020). Nonprofit leaders that are seeking to increase their knowledge of digital marketing and improving the position of their organization on social media may benefit from the finding and recommendations in this study.

The results of this study may add to the body of knowledge on the traditional and social media marketing strategies. Additionally, the findings of this study may fill gaps in the academic literature as it relates to application of segmentation, targeting, and positioning using digital marketing as an affordable marketing tool for small to medium

NPOs and leaders. Nonprofit leaders who are using social media marketing or considering using social media marketing may review the recommendation for ABC Organization in the development or restructuring of digital marketing campaign. My recommendations included (a) collecting social media data, (b) separating the date into segments, (c) analyzing the data to create a tailored marketing campaign, and (d) securing a digital marketing expert. Furthermore, I recommend the leaders complete a full organizational assessment using the Baldrige Performance Excellence Program to identify areas of strength and opportunities for improvements with their organizations.

Implications for Social Change

Personally, I have always wanted to make a positive social change in my community. I was able to manifest my personal social change goals with my involvement with several community services programs, joining community service-based organizations, as well as enrolling in the Consulting Capstone track of the Doctor of Business Administration at Walden University. Since 1970, Walden University (2019) has advocated social change through education. In Walden's 2020: Vision for Social Change, Walden University leadership noted having 160,000+ students and alumni that are continuing their education following Walden's University's founders, Bernie and Rita Turner's vision to focus on solving real-world problems and creating opportunities for positive social change in their respective communities (Sherman, 2018). As one of those 160,000+ students, the result of my study furthers my personal goal and may contribute to Walden University's focus of social change through education.

This study may implicate many areas for social change. As it specifically relates to the purpose of this study on social media marketing strategies, an effective social media marketing strategies can establish e-loyalty, internal and external stakeholder relationships, and lead to increase financial and human resources. Having a social media presence removes the limitations of borders and can help organizations acquire global support (Oliveira et al., 2022). The findings of this study may provide leaders with the tools to gather rich data on their target audience, create new relationships, and strengthen current relationships. An increase of resources may aid in the organization's sustainability, enhance services provided to the community, and improve the economic status of the community.

The implications for positive social change resulting from this study could increase nonprofit and for-profit leaders 'knowledge on securing long term volunteers. Long term volunteers 'engagement could aid in building the organization's brand and brand loyalty. NPO leaders that continue to have innovative strategies to engage volunteers will reduce volunteer turnover rate. Volunteers that received training from an organization are knowledgeable, and find satisfaction and meaning in their roles (Pesut et al., 2018). Engaged volunteers can strengthen an organization performance and support the organization's mission and vision in meeting the needs of the community.

In addition to the positive influence on increasing volunteers the results from this study could increase nonprofit and for-profit leaders 'knowledge of various fundraising strategies that could lead to an increase in services and improve the overall well-being of the community. NPO leaders that possess the strategies of how to increase donations,

further their organization's finances to provide more jobs within the organization and improved services that aid in improving community welfare. Leaders can use the findings of this study to evaluate their organization's strengths and opportunities for improvements to refine their strategic plans for securing financial resources. An increase in financial resources extends the organization's reach in the community and services provided. NPOs that have financial and human resources will remain sustainable.

The results from this study could also equip nonprofit and for-profit leaders with the tools to acquire information on a targeted audience and how to meet the needs of the identified population. Moreover, NPO leaders possessing the strategies of how to market and acquire knowledge on a specific audience have the potential to better meet the needs and close identified gaps in the community. Last, the implications for positive social change resulting from this study could increase nonprofit and for-profit leaders ' knowledge of the tools and strategies for social media marketing. Leaders that stay abreast of the latest marketing tools and how to engage with their target audience may experience a higher return on investment on their marketing budget.

Recommendations for Action

After an evaluation of ABC Organization marketing strategies and data gathered from reviewing literatures, I recommend that ABC Organization and other nonprofit leaders take actions to increase or create social media presence on several platforms. A good social media strategy should be in complete alignment with the overall marketing strategy – it should be complementary. Additionally, social media marketing needs to be done consistently for the organization to remain relevant and in the forefront for bringing

awareness to issues and creating support. The organization's strategic approach to the different social media platform should have minimal variations unless a new platform is created or there's an overhaul in an existing platform. The process and the content strategy should be streamlined and optimized by repetition in execution.

Social media strategies should strongly consider the age demographic of the target audience. Social media marketing strategies will vary depending amongst age groups. The age demographic groups are (a) the zennials (also referred to as Generation Z or iGeneration (iGen), (b) millennials (less commonly known as Generation Y), (c) GenXers (Generation X) and (d) baby boomers (Blais et al., 2021). Millennials and iGens are two demographics use social media platforms similarly, though the rate of usage across platforms varies. The Facebook platform is highly used by Boomers and Millennials (Dorie & Loranger, 2020; Sheldon et al., 2021). It is best to post to Facebook 1-2 times per day. Facebook offers a scheduling feature to schedule content automatically (Dupuis et al., 2019). Programs like Canva can help develop eye-catching and engaging posts. A designated person or team should be in place to engage with the users and respond to comments. Millennials are normally attracted to twitter. Twitter does not have the same type of algorithm that Facebook has, so to ensure maximum visibility, it is best to post frequently (Dupuis et al., 2019). Post 10-15 times a day, using relevant #hashtags. One can use a mix of organic and curated content. To find curated content, search for mediums that speak to your cause. The organization may have to conduct some upfront research to find blog posts and/or other relevant articles, once found, check these sites frequently and tweet your reactions/positions on the content (Dupuis et al., 2019). Unlike

Facebook, Twitter does not have a scheduler feature, however there are several third-party applications that can be used such as buffer, twittimer, twuffer, and later bro.

Social media platforms such as Facebook, YouTube, Instagram and others can be employed as signification market campaign tools for different types of virtual, physical and hybrid events and support. For this content I will focus on Facebook, Twitter, SnapChat, and Instagram. The first recommended strategies for ABC Organization and other nonprofit leaders to use to create or improve their presence on social media is to employ a designated social media coordinator. The social media coordinator is responsible for overseeing all task related to the social media presence (Muninger et al., 2019). The next recommendation is to create a tool to track engagements for each event. Many different platforms offer in house tracking engagement tools, such as twitter analytics, Facebook insights, google analytics and others. If the application does not offer a tracking engagement tool there are third party application such as SumeoMe, Influenceana, Contently Analytics and others that can be utilized for tracking engagement.

The next important recommendation is to consider timeline and content. A person or group should be designated to post relevant content at least once weekly at least 6 months before the event; daily 6 weeks prior to the event and increase to twice 2 weeks prior to event. New social media algorithms are constantly evolving, so to ensure maximum visibility, it is important to have varying types of content to post. The post content can vary from work, photo, video or a combination. Video content will reach broader audiences than photo content, which reaches a broader audience than post with

text only (Muninger et al., 2019). A custom #hashtag should be created and used with

each post to increase the reach. The hashtag can also be communicated to the audience to

encourage followers to use where sharing the post to their social media platform. This is

an opportunity to build good consumer relationships. The social media coordinator

should review all post that tags the organization and respond appropriately. For Twitter, it

is recommended to post 10-15 times daily. For Snapchat, consider putting together

stories, a succession of short video clips that engage the audience. During the event and

immediately after, create an album to post photos and videos. It is recommended to

choose one to three photos or a video that capture the essence of the event, and then

develop Thank You posts (e.g., thanks for joining us, come again next year).

The results found in this study could assist ABC Organization and other nonprofit

leaders to take actions to create or increase a social media presence on multiple

platforms. To further the results of this study, I will provide ABC Organization leaders

with an executive summary of my findings and a copy of the completed study. If

requested, I will present the findings to the Board of Directors via teleconference. The

results will also be available in the Walden Journal database. Additionally, I plan to

disseminate my findings to other organizations interested in social media marketing

segmentation strategies in the following ways:

- Publication in marketing and financial journals, both online and printed
  versions

- Adding information to Zeta Phi Beta Sorority, Incorporated's training, of
  which I am a financial member

- Presenting at conferences, community events, and seminars

- Speaking in person with leaders from other NPOs such as NSG Foundation (a financial literacy nonprofit) and No Generation Gap (a senior focus nonprofit)

- Creating Instagram posts, audio podcasts, and blogs

Recommendations for Further Research

The purpose of this study was to explore the traditional and social media marketing strategies used by nonprofit leaders. This qualitative single case study was limited to one NPO in the art sector of nonprofit. I recommend future research on NPOs in other sectors of nonprofit to examine if different sectors used different strategies. Another recommendation for future research would be to use a multiple case study design to further validate the findings and replicability of the study on a wider scope. Additionally, this study was limited to a NPO and their senior leaders. The findings, conclusions, and recommendations for this study may not be true for for-profit organizations. Because of this, my recommendation is to expand the research to include strategies used by for-profit organizations.

Moreover, I recommend that future researchers explore social media marketing strategies using a different conceptual framework than the STP model theory. I recommend exploring the marketing strategies using Maslow's hierarchy of needs theory. When conducting my literature review, I found substantial amounts of literature supporting using the STP model theory and additionally, I found that other researchers considered Maslow's hierarchy in marketing. Maslow's hierarchy of need theory targets

understanding the wants and needs of their target market. Incorporating the STP model theory and Maslow's hierarchy of need theory can equipment nonprofit and for-profit organization with a comprehensive understanding of their consumer. Specifically, organizations that have a comprehensive understanding of their target audience's mind and psyche can tailor their marketing strategies to meet audience need for survival, security, esteem, love, and self-actualization.

Reflections

When I decided to pursue my doctoral degree, I understood it was going to be challenging. I selected Walden University because it was one of the few academic institutions that catered to the working adult and offered my desired area of study. Thereupon, the Consulting Capstone program opportunity presented itself, agog I was accepted, I saw it as an opportunity to elevate my degree to include a doctoral degree and consultant training. Walden University availed me the opportunity to become a scholar-consultant in a safe environment where I was able to evaluate a NPO using the 2019-2020 Baldrige Performance Evaluation Program. Going through the process I learned about bias and the importance of not allowing bias to slant the research findings. While I did not have bias when it came to gathering and analyzing the data collected from my participants, I did have bias when it came to my writing ability. I was up for the challenge but did not fully understand the influence the feedback would have on me mentally.

The doctoral program mentally challenged me to understand my shortcomings in writing and to effectively listen to others feedback. I had to willingly accept the feedback and realized my correction; and understand that improvement of one writing deficiency

did not alleviate the corrections of others. Within the program, my writing ability was challenged and pushed to improve with every milestone. In addition, my presentation skills and supporting documents were also challenged. While I was up for the challenge, I did have moments when receiving the feedback left me feeling defeated. I had to learn, and it was confirmed by others that those moments were a part of the journey to completing the doctoral program.

Moreover, I did not fully understand the amount of time that needed to be invested in the doctoral program. Specifically, in four areas – rubric, 2019-2020 Baldridge Performance Framework, literature review, and writing and review. Knowing now, I would take the time to understand the rubric and how to use it in completing each section of the dissertation. I made several mistakes in my writing by missing requirements outlined in the rubric and cause several rewrites. Next, I underestimated the time and all that was entailed in being a scholar more specifically a scholar-consultant. I did not have a clear understanding of the Baldridge Performance Framework and that slowed the process in the evaluation. With the assistance of capstone alumni, I was able to learn how each area worked together and how to effectively evaluate my client strengths and opportunities for improvement. Next, I needed to spend time understanding current and past literature on my subject area. I realized I could not effectively evaluate or make recommendation for my client without a full understanding of current marketing strategies.

The fourth area was writing and review. I did not understand what it meant to be a scholar in the doctoral program and how to utilize all the tools available to me. Once I

started utilizing all the tools such as fellow students, past capstone alumni, Walden's writing center, and understanding and applying the feedback from my assigned Walden team [chair, committee member, university research reviewer], I was able to gain the momentum to complete the doctoral program. I realized the journey to a doctoral degree required assistance and aid from several components, from all the tools mentioned above to the support of family and friends, for my goal to come to fruition. As I come to the end of my doctoral journey, I can self-reflect with humility and gratitude to all that aided and encouraged me along the way. My skills level increased, and I gained confidence in my abilities as a scholar-consultant, and a social change agent.

Conclusion

The purpose of this qualitative single case study was to add to the body of literature and advance the knowledge of nonprofit leaders on traditional and social media marketing. Identifying traditional and social media marketing strategies can benefit nonprofit leaders by providing them with the tools to create a tailored marketing campaign for their target audience. A tailored marketing strategy can be used to acquire human and financial resources. Utilizing the Baldrige Performance Excellence Program, I was able to serve in a twofold role as primary collection data instrument and scholar-consultant. Baldrige Excellence Framework equipped me with the tools to hone my business consultant skills and provide the client with an assessment of the organization's strengths and weaknesses in leadership, management and performance.

At the conclusion of the research study several gaps and findings were revealed, the most important take away for nonprofit leaders is that marketing is an evolving

process and require knowledge and expertise of several platforms. Business leaders that continuously expand their marketing strategies can achieve brand recognition and sustainable competitive advantage. In addition to staying knowledgeable, leaders that also collect data regularly, analyze data, engage in two-way communication with their audience, and create a cultivated marketing plan to meet the needs of their target audience needs will experience a higher level of brand loyalty. Tailored marketing campaign can lead to good consumer relationships and build consumer's trust and loyalty. Organizations that are established brands, with positive consumer relationships, and continue to evolve their marketing strategies will access more human and financial resources that will lead to an increase in revenue and services.

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Appendix: Interview Protocol

Study Title: Marketing Segmentation Strategies for the Nonprofit Sector

Research Question: What traditional and social media marketing segmentation strategies do nonprofit leaders use to obtain funding from their target audience to remain sustainable?

1. The interview protocol begins

2. I will start by greeting the participant and introducing myself.

3. I will state the purpose of this interview, confirmed I received the signed consent form, and thank them for agreeing to participate in the research study.

4. I will ask the participant if they have any questions and review the withdraw procedure and confirm no questions.

5. I will ask the participant about their role with the company and ask for permission to record the interview.

6. I will discuss a date and time for regular meetings, and frequency of meetings.

7. I will discuss the member checking process.

8. I will ask if there are any question again and watch for nonverbal cues.

9. I will start the recording and begin asking questions.

10. I will have paper and pen available to take notes while asking questions.

11. I will begin the interview with Question 1 and continue until all questions are answered.

12. I will ask the participant again if they have any question or any additional information they would like to provide and reiterate my contact information if they should have any questions, concerns, or have additional information to share.

13. I will thank the participant for their time, confirm the next meeting time and give a tentative date when I will send the written summary for the member checking.

14. I will end the recorded.

15. The interview protocol ends.