

2022

Enhancing Non-profit Organizations to Reach Wider Audiences

FREDRICK WALLACE SR
Walden University

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>



Part of the [Public Administration Commons](#)

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact ScholarWorks@waldenu.edu.

Walden University

College of Social and Behavioral Sciences

This is to certify that the doctoral study by

Fredrick Wallace

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee

Dr. Richard Worch, Committee Chairperson, Public Policy and Administration Faculty

Dr. Lydia Forsythe, Committee Member, Public Policy and Administration Faculty

Dr. Ian Cole, University Reviewer, Public Policy and Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2022

Abstract

Enhancing Non-profit Organizations to Reach Wider Audiences

by

Fredrick Wallace Sr.

MA, American Military University, 2012

MS, Murry State University, 2010

BS, Murry State University, 2008

Enhancing Non-profit Organizations to Reach Wider Audiences

Professional Administrative Study

of the Requirements for the Degree of

Doctor of Public Administration

Walden University

May 2022

Abstract

The current study analyzed the Youth Service Center in a Southwest State's marketing techniques and provided recommendations for change. The Youth Center in West Texas made use of all accessible marketing strategies and, their respective conversion rates were assessed. The theoretical framework of this study was based on Suchman's typology theory and a qualitative technique (online questionnaire) was used to obtain data using the Survey Hero software. Data were collected from 24 respondents including 14 stakeholders, five customers, four managers, and the CEO using simple random sampling. Data were collected from Youth Center in West Texas, a Texas-based nonprofit, for over 3 months, and, after that, an online questionnaire survey was evaluated using theme and content coding. The study results demonstrated how the Youth Service Center in Southwest State and other nonprofit organizations might use marketing methods such as brand collaborations to promote visibility, positioning, and awareness among target audiences and to further their philanthropic missions. The recommendation of the study was that Youth Service Center use all social media platforms, such as Facebook, Instagram, and Twitter to create awareness and promote marketing programs. Therefore, adopting new digital marketing choices is critical for Youth Service Center in Southwest State to raise awareness about positive social change. This positive change may develop a strong market presence. Moreover, Youth Service Center in Southwest State can collaborate with other groups to reach out to the El Paso community.

Enhancing Non-profit Organizations to Reach Wider Audiences

by

Fredrick Wallace Sr.

MA, American Military University, 2012

MS, Murry State University, 2010

BS, Murry State University, 2008

Enhancing Non-profit Organizations to Reach Wider
Audiences

Professional Administrative Study
of the Requirements for the Degree of
Doctor of Public Administration

Walden University

May 2022

Dedication

I dedicate all my work to my Lord and Savior Jesus Christ and my church family who supported me throughout the whole process. I will always appreciate all they have done.

I dedicate my Professional Administrative Study to my family and many friends. A special feeling of gratitude to my loving parents, the late: John Wallace Sr. & Sadie Wallace who push me with the value of education and anchored me with love and encouragement.

I dedicate this work and give special thanks to Mary-Elaine Horn, Wanda F. Jobe, and Tiffany Davis. I will always appreciate them for helping me develop my technology skill, for many hours of proofreading, and for being there for me throughout the entire doctorate program. You all have been my best cheerleaders.

Acknowledgments

First of all, I want to acknowledge my parents for believing in me. My children motivated me. I also want to thank Alice D. Dixon for encouraging me and helping me with my vision.

Dr. Richard H. Worch Jr., chair thanks for your guidance, reassurance, and patience- you keep my head up and you helped me put my best foot forward.

Dr. Dick R. Larkin, committee member thanks I had two classes with you and learned a lot from you.

Dr. Lydia Forsythe, second committee member thanks for your input and guidance which helped me excel.

Dr. Ian B. Cole, URR thanks for joining the team! I look forward to working with you!!!

Dr. Sarah Witty, Form and Style Review thank you for your time looking at my PSA and giving me great feedback that helped me refine my work further

Table of Contents

List of Figures	viii
Section 1: Introduction to the Problem	1
Enhancing Non-profit Organizations to Reach Wider Audiences	1
Introduction.....	1
Literature Review.....	3
Problem Statement	12
Purpose.....	15
Research Question	17
Nature of the Study.....	17
Significance.....	19
Summary	20
Section 2: Conceptual Approach and Background	22
Introduction.....	22
Concepts, Models, and Theories.....	22
Relevance to Public Organizations	29
Organization Background and Context.....	34
Role of the DPA Student/Researcher.....	36
Role of the Project Team	38
Summary.....	39
Section 3: Data Collection Process and Analysis	41

Introduction.....	41
Practice Focused Questions	41
Sources of Evidence.....	43
Published Outcomes and Research	44
Archival and Operational Data	46
Evidence Generated for the Administrative Study	49
Procedures.....	52
Protections.....	54
Analysis and Synthesis	55
Summary.....	57
Section 4: Evaluation and Recommendations.....	58
Introduction.....	58
Data Collection	60
Findings of the Survey	63
Theme 1: Perception of the Ideal Marketing Strategy	64
Theme 2: Significance of an Effective Marketing Strategy to Youth	
Service Center in Southwest State	64
Most respondents claimed that the focus of Youth Service Center in	
Southwest State current marketing strategy should be prioritizing	
making people aware of their program. One respondent presented	
social media, putting paid advertising on the specific	
programming, and posting daily on the Facebook, Instagram, and	

Twitter. Another participant suggested the importance of bringing in donations and awareness by the community. In this study, I indicate that most respondents support the need to increase awareness among parents to allow their children to participate in programs offered by Youth Service Center in Southwest State. 64

Theme 3: Challenges of the Current Marketing Strategy: Cash, Workforce, and Expertise..... 64

Theme 4: Solution and Strategies for Addressing Challenges in Marketing Strategy: Online Advertising and Donations 65

Theme 5: Benefits of an Effective Marketing Strategy to Youth Service Center in Southwest State 66

Most of the participants were hopeful that improving Youth Service Center in Southwest State marketing strategy would yield substantial positive outcomes. Some identified benefits included “more financial investment by the community and public in general” and “more donations to our cause.” One participant reported that the primary motive is to “Create awareness to the point where unknown donors would come forward without being contacted.” Most of the responses reported that an effective marketing strategy would increase Youth Service Center in Southwest State donations, volunteers, and the overall number of kids willing to enroll in their programs..... 66

Summary	66
Survey 1. Perception of the Ideal Marketing Strategy	66
Survey 2. Benefits of an Effective Marketing Strategy to Youth Service Center in Southwest State	67
This respondent pointed to more financial investment by the community and public in general and more donations to our cause. Unknown donors will come forward if Youth Service Center in Southwest State had a proper awareness program in place. More exposure through social media, TV commercials, video presentations, use of brochures, testimonials, and advertising boards.	67
Survey 3. Solution and Strategies for Addressing Challenges in Marketing Strategy: Online Advertising and Donations	67
Survey 4. Perception of the Ideal Marketing Strategy	67
Survey 5. Challenges of the Current Marketing Strategy: Cash, Workforce, and Expertise.....	68
Survey 6. Perception of the Ideal Marketing Strategy	68
Survey 7. Benefits of an Effective Marketing Strategy to Youth Service Center in Southwest State	68
This respondent pointed out and identified benefits included more financial investment by the community and public in general and more donations to our cause. An effective marketing strategy would increase Youth Service Center in Southwest State	

donations, volunteers, and the overall number of kids willing to enroll in their programs.....	68
Survey 8. Challenges of the Current Marketing Strategy: Cash, Workforce, and Expertise.....	68
Survey 9. Solution and Strategies for Addressing Challenges in Marketing Strategy: Online Advertising and Donations	69
Survey 10. Significance of an Effective Marketing Strategy to Youth Service Center in Southwest State	70
This respondent pointed out the current marketing strategy should be prioritizing familiarizing their program. Social Media, putting paid advertising on the specific programming and posting daily on the Facebook, Instagram, and Twitter is a good option. To increase awareness among parents to allow their children to participate in programs offered by Youth Service Center in Southwest State.	70
Survey 11. Benefits of an Effective Marketing Strategy to Youth Service Center in Southwest State	70
This respondent pointed out COVID 19, economy, socio-economic strife and personality conflicts between our upper leadership and other leaders in the community. They claimed pricing and the level of skill development as some of the main challenges. To increase awareness among parents to allow their children to participate in programs offered by Youth Service Center in Southwest State.	70

Survey 12. Solution and Strategies for Addressing Challenges in Marketing Strategy: Online Advertising and Donations	70
Survey 13. Perception of the Ideal Marketing Strategy	71
Survey 14. Significance of an Effective Marketing Strategy to Youth Service Center in Southwest State	71
This respondent pointed out social media, putting paid advertising on the specific programming and posting daily on the Facebook, Instagram, and Twitter. Pricing and the level of skill development are some of the main challenges. Continued exposure to the organization in the community is a must.	71
Survey 15. Challenges of the Current Marketing Strategy: Cash, Workforce, and Expertise	71
Marketing Definition	73
Inadequacy of Resources	75
Target Markets That Are Not Clearly Defined.	76
Participants are Not Solicited for Marketing	78
Unwillingness to Take Advantage of Digital Marketing.....	79
Poor Marketing Awareness.....	81
Results	82
Data Analysis	85
Findings and Implications.....	87
Make a Nonprofit Marketing Plan	88

Recommendations.....	91
Section 5: Dissemination Plan	95
Audience and Venues	97
Summary.....	98
References.....	100
Appendix A Questionnaire for Survey	106

List of Figures

Figure 1 *Suchman's (1995) Typology Theory*..... 25

Figure 2 *Opinions from Nonprofit Organizations as to Whether They Have a Marketing Strategy* 74

Figure 3 *Results from Website* 84

Section 1: Introduction to the Problem

Enhancing Non-profit Organizations to Reach Wider Audiences

Introduction

Many nonprofit organizations, such as the Youth Service Center in Southwest State, have used marketing strategies that are ineffective to reach a wider audience. While various marketing strategies could be adopted to highlight the Youth Service Center in Southwest State objectives, the integration of brand partnerships would be significant for building the nonprofit's reputation, creating public awareness, and increasing resource acquisition. Brand partnerships are effective at promoting corporate awareness and enhancing an organization's reputation.

In this qualitative study, I analyzed the impact of brand partnerships as a marketing approach for Youth Service Center in Southwest State. I used Suchman's typology theory (1995) as the theoretical framework. Data collection was done using semi-structured interviews that I conducted through a website. The outcomes of the study were useful for understanding brand partnerships as an effective strategy specifically for Youth Service Center in Southwest State and other nonprofit organizations in general. In addition, the research findings showed the value of policy-based partnerships between nonprofit organizations and their potential partners.

A solution to the Youth Service Center in Southwest State ineffective marketing campaign would allow more children and teenagers in El Paso to have access to sports mentorship programs wherein they could interact with professional coaches and have their athletic talents nurtured. The Youth Service Center in Southwest State also connects

the youths and professional leagues together, thereby helping them actualize their dreams and generate an income. Moreover, the youth enrolled in the various Youth Service Center in Southwest State programs receive educational support, including mentorship and scholarships. This makes the young people in El Paso who are reached out by the Youth Service Center in Southwest State are more likely to pursue and complete college. Therefore, Youth Service Center in Southwest State's improved marketing will improve El Paso's literacy and income levels, and community members of El Paso will lead better lives because of the Youth Service Center in Southwest State increased reach to the community. Furthermore, the Youth Service Center in Southwest State success will be replicated by other public organizations that implement the study's results.

In this study, I addressed the issue of ineffective marketing problem at Youth Service Center in Southwest State, this causing low public engagement and reduced impact. Youth Service Center in Southwest State was positioned to show results by transforming El Paso's fortunes by helping young people achieve to realize their goals. Only less than a quarter of the community has higher education which translates to low-income levels and a sustained poverty cycle. El Paso's youth and teenagers are talented, but they lack opportunities that enable them to present themselves to the sporting world and through which they can generate revenue.

The primary research question for this study was: What is the most effective marketing strategy for optimal performance and productivity of Youth Service Center in Southwest State? Youth Service Center in Southwest State has an effective operational model that focuses on helping young people in the area realize and exploit their

capabilities. However, Youth Service Center in Southwest State has an ambiguous marketing campaign that reaches only a fraction of the targeted audience.

According to El Paso Border Youth Athletic Association, (n.d.) stated, in 2021 Youth Service Center in Southwest State had a higher budget because it did not change its marketing approach and the organization underperformed. In this study, I explored the challenges that Youth Service Center in Southwest State experiences and determining approaches that would improve its marketing campaigns. I created a model that all nonprofit organizations can use to integrate marketing strategies into their operations.

Literature Review

The Youth Service Center in Southwest State is a nonprofit organization based in El Paso, Texas. Youth Service Center in Southwest State was founded in 2000 to find advance young softball and baseball talent in El Paso and create developmental and educational opportunities for the youth in El Paso (El Paso Border Youth Athletic Association, n.d.). The organization employs over 30 people serving the youth in El Paso, and they also accommodate children and teenagers from other parts of the country. In El Paso, approximately 82% of the population is Hispanic; as such, the majority of those engaged in the organization are Hispanic. Moreover, only 21% of the population of El Paso has attained higher education, and 20.5% of the city's population lives in poverty, with a median household income of \$44,597 (Maktoufi et al., 2020). By supporting baseball and other sports activities, the Youth Service Center in Southwest State mission is to provide opportunities for the young generation and help the community grow economically. The organization has incorporated approaches that promote accountability

and instill confidence within its staff members and managers, thereby enabling them to deliver competent results. Youth Service Center in Southwest State also has an all-inclusive corporate structure of governance, which is exemplified by its top management. The company committees integrate strategic policies that align with the organization's goals, objectives, and overall mission. In general, the Youth Service Center in Southwest State has focused on attaining adequate funds from different stakeholders to promote its nonprofit initiative and create company awareness by giving back to society through programs for youth. The organization's projected budget for the year 2021 was \$984.6 million. Compared to the 2019 budget, this is a significant increase and was likely to increase the organization's capacity to accommodate more people and provide them with opportunities (Maktoufi et al., 2020).

However, I found the current marketing strategy at Youth Service Center in Southwest State ineffective. It does not reach wider youth population in El Paso. Specifically, the marketing message was ambiguous, and there was no dedicated marketing team to mobilize El Paso's youth to join the organization. Furthermore, the Youth Service Center in Southwest State public initiatives have low levels of public engagement. If no changes are made to their marketing strategy, the Youth Service Center in Southwest State will continue to attract only a small percentage of El Paso's youths. The organization's inability to reach a wider audience could prevent the majority of youth in El Paso from accessing education and leading better lives by playing professional sports. Talented children and teenagers will not have access to athletic mentorship or connections to professional leagues. As a result, the community might

record minimal economic growth which is contrasting with the aims and objectives of Youth Service Center in Southwest State.

In this study, I determined the ineffectiveness of Youth Service Center in Southwest State marketing initiatives and revealed the ambiguity of their marketing strategies to guide positive change. The study results showed the value that Youth Service Center in Southwest State can derive from a dedicated marketing team and budget. I developed a monitoring and evaluation strategy that the Youth Service Center in Southwest State could use to determine marketing engagement levels. Through the findings of this study, the Youth Service Center in Southwest State marketing initiatives can be developed, measured, and improved upon.

The history of the Youth Service Center in Southwest State marketing problem can be traced to different nonprofit organizations. Nonprofit organizations are known to have an integrated, narrow brand management approach. For the Youth Service Center in Southwest State, growth has been slow because of the limited resources to accommodate la very large young populations. Moreover, the Youth Service Center in Southwest State lacks a proper marketing team. This is mainly due to the limited resources and insufficient budget allocated therefore, as extensive marketing requires a large budget. However, addressing issues related to marketing is worth the required time, money, and resources.

The major stakeholders affected by the Youth Service Center in Southwest State problems are the young people in El Paso. The organization was established to provide developmental and educational opportunities for these young people; however, the Youth

Service Center in Southwest State inability to reach a wider audience means many youngsters are left out of the programs. Furthermore, because the families of these youngsters are dependent on their children's progress and development, both the youngsters and their families are affected by the lack of opportunities. Therefore, both parents and youngster have an interest in solving this problem. If the organization was to adopt an effective marketing strategy, more youngster would be provided with educational and developmental opportunities. This would enhance their economic status and help their families out of poverty. Moreover, the government will also benefit from empowered youth, as rising their economic status would increase the amount of taxes they pay.

In the past, Youth Service Center in Southwest State has not attempted to address the problem with its marketing strategy. They have tried to focus on social media marketing, which they believed would reach more people. However, their strategy was still narrow in scope. Several studies have been conducted to determine the significance of the marketing approaches of charitable activities and nonprofit organizations. For many nonprofits, acquiring customers is not an issue, as the organizations' stakeholders are generally passionate about its purpose (Sanzo et al., 2015). However, while many nonprofits are successful, they lack long-term business objectives, competent customer orientation, and viable marketing approaches for their operations. Internal factors, such as improving employee skills and capabilities, need to be integrated with external factors, such as competition, to ensure that a company's overall performance is improved (Rim et al., 2016).

Brand partnership marketing is a common approach that has been adopted by several organizations in recent years. This approach enables organizations to create partnerships with other organizations, which ensures that different brands progress by remaining relevant, introducing themselves to a new consumer base, and improving their visibility. However, there must be a mutually constructive arrangement for a partnership to work. Partnerships are not expected to involve competitors, thus either company can receive higher enhancements since the profit of one is not detrimental to the other. In most instances, successful brand partnerships tend to promote success for all participants. In addition, the presence of a credible and reliable brand is considered the foundation of any efficacious partnership (Rayne et al., 2020); If customers cannot recognize and trust an organization's activities, it can be difficult for the organization to create a viable customer base. However, creating a strong brand can be challenging, especially for nonprofit organizations that prefer conventional marketing approaches rather than social media. A reliable and robust brand partnership allows organizations a range of opportunities for creating affordable brand awareness campaigns that can reach a wide array of customers.

In this study, I affirmed how the Youth Service Center in Southwest State, and other nonprofit organizations can integrate marketing strategies such as brand partnerships to increase visibility, positioning, and recognition among target audiences and enhance their charitable initiatives. I contributed to the field of public administration, and to positive social change, and assisted the Youth Service Center in Southwest State by delineating their goals, objectives, and values, thereby improving their performance.

Social change is a market of new products and services and often addresses education, helping students become too incited to social change (Riesch et al., 2013). Youth Service Center in Southwest State makes a difference by addressing challenges in its community, thereby affecting behavioral changes among the public.

Marketing strategies adopted by public entities focus on engagement and community outreach than reaching deserving community members. Public entities, particularly, nongovernmental organizations, have a significant impact on society in health, environment, human rights, education, and law. The organizations have the potential of reaching wider audiences and using their resources to cause greater impact, but that does not happen. According to Riesch et al. (2013) and Keystone (2014), nonprofit organizations have a history of ineffective marketing campaigns that leave out potential beneficiaries. The problem has persisted through the 20th century and is now present in the 21st century, despite the development of efficient marketing channels.

Marketing challenges arise during the need's assessment stage of a nonprofit organization. According to Keystone (2014, p. 97), a needs assessment is done to identify the community issues, yet they should also identify the people. Interventions initiated by nonprofit organizations focus on addressing the problems found in the need assessment, and the monitoring and evaluation processes concentrate on ascertaining whether the organization has achieved its objectives. Kasane (2014, p. 97) found that the marketing problem in public organizations is an institutional and structural challenge. Nonprofit organizations have, over the years, failed to concentrate on targeting the people in need and ensuring their initiatives are effective in reaching that particular audiences.

Additionally, the problem is traceable to the leadership approaches adopted by public administrators. Riesch et al. (2013, p. 260) found that leaders are not thorough in their approaches, which results in a lack of concern regarding whether the organization has reached the target audience or not. Public administrators are comfortable with running projects if they can identify notable changes. Riesch et al. (2013, p. 259) also noted that successful marketing in public entities should follow community outreach and social marketing principles. However, it was found that the marketing strategies which public organizations have adopted are those that relate to the interventions. Riesch et al. (2013, p. 258) also found that leaders in public entities are keen on all dimensions of their interventions to the extent that they designate responsibilities on reaching the intended audiences. In that case, a public organization like Youth Service Center in Southwest State can combine approaches like community forums, newsletters, social media, and community gatekeepers.

Nonprofit organizations also have institutional problems necessitated by workplace cultures. Kestane (2014, p. 99) found that nonprofit organizations experience bureaucratic and personnel shortage problems that aggravate the challenge of poor marketing. The personnel issue is evident in Youth Service Center in Southwest State problem, considering the organization lacks dedicated workers to handle the marketing activities. Nonprofit organizations have a history of hiring for other roles and ignoring marketing because they do not prioritize it and understand its impact. The hiring process is bureaucratic, considering the organization must justify to the board that the position is

relevant (Kestane, 2014, p. 99). Organizational culture has caused a focus on other aspects of organizational functioning other than marketing.

Public organizations have to face the challenge to remain accountable while enhancing the effectiveness of their performance. According to Amagoh (2015, p. 228), stated that public firms particularly nonprofit organizations receive consistent funding from donors, but they fail to maintain efficiency and effectiveness in performance. Nonprofit organization endeavor to improve their performance by reaching out to more people and using their resources prudently. The study addresses the impact of the donor's increasing push to performing better in marketing strategies. Amagoh (2015, p. 228) found that nonprofit organizations and donors have introduced a tool to assess their effectiveness. However, the challenge remains because nonprofit organizations struggle with meeting the effectiveness goals.

Organizational functioning in nonprofit has contributed to the effectiveness and efficiency challenge. Amagoh (2015, p. 226) found that governance, strategic planning, performance management, partnerships, long-term sustainability, and funding influence the efficiency and effectiveness aspects of the firms. Amagoh (2015, p. 226) also noted that nonprofit organizations should restructure their approaches to performance management to focus on reaching others alongside the impacts of the intervention. Youth Service Center in Southwest State needs to introduce measures to assess the performance of marketing initiatives regarding the administrative numbers. Youth Service Center in Southwest State operates with El Paso, and they can access data about poverty and education access. The firm can use that data to measure whether it has reached

appropriate audiences or not. Nonprofit organizations should also invest in strategic planning by adopting awareness, strategy formulation, implementation, and control and development (Amagoh, 2015, p. 227). The organization should make deliberate measures to formulate a strategy that reaches the needy.

Nonprofit organizations have the potential to bridge the gap in areas where the government has not addressed community issues. Societies have diverse problems, all of which cannot be managed by federal and state governments. Public entities are reaching their targeted audiences through outreach programs. However, they fail because they do not measure the reach of their initiatives. Another factor of failure is that they do not invest in strategies for reaching and sustaining the audience in the programs.

According to Stern et al. (2015, p. 102), showed outreach programs effectively reach the population and are suitable for nonprofit firms. The programs apply to initiatives, such as public talks, community forums, and have agents who coordinate with community members. Stern et al. (2015, p. 103) recommended that public entities improve their marketing by having the community gatekeepers spearhead outreach initiatives. Notably, the gatekeepers understand the needy people in the organization and the extent of their needs. A public organization should prioritize gatekeeper identification and engagement during strategic planning. They should perceive that gatekeeper are primary stakeholders in the organization and engage them during intervention formulation Bridwell & Mezas, (2012). The gatekeepers will identify potential enrollees and track their progress. They may also popularize the organization's

impact after seeing beneficiaries whose lives have been changed through the organization.

Other organizations may also improve their marketing strategies by using the results of this project. According to Kotler, P. (2019), there is a general perception that nonprofit organizations have narrow brand management teams, making it difficult for them to reach a wider population. In this study, I created a marketing model that nonprofit organizations could use to increase the effectiveness and efficiency of their promotions. I used the Youth Service Center in Southwest State marketing problem to develop an industry-wide solution. Administrators in public organizations will be able to apply the model to improve their own operations by using their available budget to reach their target audience. In this study, I will use addition, the model that will be used by public organizations to create marketing approaches to win public support. By using the findings from this study, public organization administrators will be able to use evidence-based strategies in their marketing.

Problem Statement

Youth Service Center in Southwest State aims to reach the majority of the youths in El Paso and reduce poverty in the city; however, its ineffective marketing strategy has caused its initiatives and activities to have a lower impact. In this study, I evaluated the Youth Service Center in Southwest State marketing strategies and recommended possible improvements that will help the organization achieve its mission and objectives.

The Youth Service Center in Southwest State is relevant to El Paso. According to El Paso Border Youth Athletic Association, (n.d.) the poverty rate and educational access

in El Paso are lower than in other cities; thus, the Youth Service Center in Southwest State provides opportunities for a population that has limited access to educational and developmental opportunities. Youth enrolled in the various Youth Service Center in Southwest State programs receive educational support, including both mentorship and scholarships, and are more likely to pursue and complete college than if the Youth Service Center in Southwest State would not have assisted them. In the long run, the Youth Service Center in Southwest State improved marketing will improve El Paso's literacy and income levels, and community members of El Paso will lead better lives because of the Youth Service Center in Southwest State increased reach. Notably, the Youth Service Center in Southwest State success may be replicated by other public organizations that also implement the study's results.

This study was important because the Youth Service Center in Southwest State is offering a solution to the problems of education and development that the people of El Paso face: Only 21% of the city's population have some higher education, which translates to low-income levels (El Paso Border Youth Athletic Association, n.d.). Youth Service Center in Southwest State focuses on offering life-changing experiences to young people through baseball and softball while supporting them academically (El Paso Border Youth Athletic Association, n.d.). Efforts by nonprofit organizations like the Youth Service Center in Southwest State could ensure that more people have access to education and lead better lives through professional sports. This study is, therefore, important in transforming El Paso into a middle or high-income area.

El Paso's community will sustain low literacy and income levels if the Youth Service Center in Southwest State and similar organizations cannot reach most of the youngsters. Talented children and teenagers have little to no access to athletic mentorship or connections to professional leagues. As a result, the community records minimal economic growth due to a lack of talent exploitation and fewer educational opportunities. In addition, the study was important to public administration because of the perceived marginalization and inequality that could result from the Youth Service Center in Southwest State using an ineffective marketing approach. By 2018, El Paso had a median household income of \$44,597, with 20.5% of the population living in poverty (U.S. Census Bureau, 2018), and a per capita of \$22,727, which is almost half that of Austin (\$42,923; Maktoufi et al., 2020). The research was, therefore, important to help in ending inequality.

In the past, Youth Service Center in Southwest State has not attempted to address the problem with their marketing strategy. They have tried to focus on social media marketing, which they believed would reach more people. However, their strategy was still narrow in scope. Several studies have been conducted to determine the significance of charitable activities and nonprofit marketing approaches. For many nonprofits, acquiring customers is not an issue, as the organizations' stakeholders are generally passionate about its purpose (Sanzo et al., 2015). However, while many nonprofits are successful, they lack long-term business objectives, competent customer orientation, and viable marketing approaches for their operations. Internal factors, such as improving employee skills and capabilities, need to be integrated with external factors, such as

competition, to ensure that a company's overall performance is improved (Rim et al., 2016).

Purpose

A nonprofit organization must understand their role within and responsibility to the public. This project was significant in helping organizations realize the importance of marketing to a wider audience. Organizations that have faced similar situations as Youth Service Center in Southwest State have developed and implemented viable solutions, and nonprofits often embrace branding as a strategy for reaching target audiences. While some nonprofits have integrated a narrow brand management approach to their marketing, others have implemented strategic initiatives to revamp their promotions.

My goal for this study was to evaluate the Youth Service Center in Southwest State marketing strategies and recommend strategies for improvements base on my evaluations. Youth Service Center in Southwest State has a significant impact on the communities around the city of El Paso. Furthermore, the company is positioned to address societal issues that have remained unsolved over the years, and which are pertinent to the livelihoods of the people of El Paso. Thus, successful marketing at the Youth Service Center in Southwest State will help bring about a healthier and more prosperous El Paso community. Youth Service Center in Southwest State has positioned itself as an agent of change in El Paso, investing in sports (baseball and softball) and education to benefit El Paso's youth in the long-term. However, ineffective marketing strategies have caused their initiatives to have lower impacts, compared to the desired change. In this study, I examined the ambiguity of the Youth Service Center in Southwest

State marketing campaigns, focusing on the pathos of their marketing messages to determine their effectiveness.

I also aimed at assessing the Youth Service Center in Southwest State digital marketing approaches and the number of people it reaches. Furthermore, my goal was to determine whether the Youth Service Center in Southwest State uses all the available marketing approaches, as well as the conversion rates of each of these.

In this Study, I assessed the Youth Service Center in Southwest State operational structures to determine whether they have a dedicated marketing team and budget, as marketing is a proactive undertaking requiring investment in human and monetary resources. I also investigated whether the Youth Service Center in Southwest State has used what they have learned from previous marketing initiatives to improve. Therefore, my goal for the project was to identify approaches that will increase the conversion rates of the marketing strategies at Youth Service Center in Southwest State.

In this study, I determined Youth Service Center in Southwest State marketing initiatives' effectiveness and revealed the ambiguity of their marketing strategies to help guide change. The study showed the value the Youth Service Center in Southwest State could derive from a dedicated marketing team and budget. It also developed a monitoring and evaluation strategy that the Youth Service Center in Southwest State can use to determine marketing engagement levels. To summarize, through this study, Youth Service Center in Southwest State marketing initiatives can be developed, measured, and can be improved upon.

This study used a qualitative research approach, it required purposive sampling, as that the company's management and its beneficiaries (young people in El Paso) know each other. 24 people serving in the organization either as volunteers, employees and beneficiaries have been sampled. A ten-question survey was used for data collection, which was appropriate because it included open and closed-ended questions. These allowed employees to express their perspectives (Stokes et al., 2014). The data was analyzed using content and thematic analysis.

Research Question

RQ: What is the most effective marketing strategy plan for optimal overall performance and productivity of the Youth Service Center in Southwest State, a nonprofit organization?

Nature of the Study

This study addresses the gaps in the literature on ineffective marketing strategies by highlighting the importance of marketing strategies. Many nonprofit organizations believe that they do not need to market their services and initiatives; however, an effective marketing strategy is important for an organization to reach a wider audience to achieve its mission.

A qualitative research approach was used for this project. This approach was valuable because the researcher intended to explore the marketing methods and gather information aimed at understanding the social lives of individuals. Moreover, according to Mehrad et al. (2019), a qualitative research method explores a given phenomenon in its natural setting. Similarly, qualitative researcher views human behaviors in social contexts

(Daniel, 2016) and focuses on individuals' feelings, perceptions, and experiences to understand how they view a specific social problem (Simion, 2016). As this study explores individuals' feelings, perceptions, and experiences as well as various aspects of social life to analyze the effect the marketing strategy of a nonprofit organization has on their community, the qualitative method were deemed appropriate. A ten-question survey was used to explore the participants' attitudes regarding the Youth Service Center in Southwest State marketing strategy to understand whether it is effective or not.

The questionnaire was developed, and responses collected electronically, email being the primary questionnaire dissemination channel. The study considered twenty-four participants from the Youth Service Center in Southwest State who included the stakeholders, the chief executive officer, managers, and customers. Their responses to the survey questions provided the project with valuable information about the organization's marketing strategy, thus helping achieve the objectives of the research. The internet was an effective platform for collecting information from relevant respondents who have interacted with the Youth Service Center in Southwest State. The survey questions were taken from research studies that were conducted by other nonprofit organizations which had a good success rate in the El Paso area. Primary data also included Youth Service Center in Southwest State historical marketing strategy documents. Responses to the survey questions were received within one month. The quick response time enabled the researcher to analyze the answers promptly, thus saving time. The researcher reached out to the Youth Service Center in Southwest State employee through email; questions were emailed to 24 Youth Service Center in Southwest State employee, who then forward the

survey question back to the researcher email. The employees had two weeks to answer the survey questions and email the responses back to the researcher. Responses were sent back via email. The researcher analyzed all the collected data and drew a conclusion and set of recommendations. All data were obtained through a Youth Service Center in Southwest State email to the researcher Walden University email account.

The project's purpose was the assessment of Youth Service Center in Southwest State marketing strategy and the recommendation of improvements that would allow the organization to reach a wider audience. Furthermore, the study also had a wider implication and extended the recommendations to public organizations by encouraging them to enhance marketing and stakeholder involvement. First, the research highlighted the application of integrated marketing communication in nonprofit organizations. The researcher sought approval from the Walden University Institutional Review Board (IRB), to gather primary data. The secondary data that were used in the project is not publicly available.

Significance

The Youth Service Center in Southwest State and other nonprofits would be able to track the engagement rates of their marketing initiatives and use the insights of this study to guide improvements. Marketing campaigns would perform differently based on the unique factors of their environments; and the data analytics developed in this study would be appropriate for guiding various marketing campaigns. The study ensures that the Youth Service Center in Southwest State will embrace the efficient use of resources to reach the targeted youths. To be specific, a solution to the Youth Service Center in

Southwest State ineffective marketing campaign provided a guarantee that more children and teenagers in El Paso have access to sports mentorship programs, and the youth enrolled in the various Youth Service Center in Southwest State programs will receive educational support, including both mentorship and scholarships. Therefore, through this project, a positive social change will be made in El Paso, as the Youth Service Center in Southwest State will reach a wider audience, which means that more youth will be given educational and developmental opportunities. As a result, the poverty rate may be significantly reduced because of the opportunities for economic empowerment given to the youth.

The project also aimed at contributing to the field of public administration by highlighting the importance of marketing initiatives and programs in the achievement of organizational goals. Youth Service Center in Southwest State success will be replicated by other public organizations that also implement the study's results.

Summary

The project is aimed to improve Youth Service Center in Southwest State performance in the El Paso community. Public entities, particularly nonprofit organizations, lack dedicated marketing initiatives. Youth Service Center in Southwest State public initiatives have attracted low public engagement, thus, limiting the organization's impact on society. The study established how nonprofit organizations can integrate marketing initiatives in their operations to increase visibility, positioning, and recognition among the targeted audiences. Notably, the study was conducted by

theoretical models and a conceptual framework. The research approach is guided by theories in public administration and seeks to add to the existing knowledge in the field.

Section 2: Conceptual Approach and Background

Introduction

In this chapter, I concluded the theoretical models and conceptual framework to perform higher-cognitive tasks. This theoretical model demonstrates the relevance of researching nonprofit organizations before identifying an organization's background and context, and then identifies the role of Doctor of Public Administration (DPA) research.

In this chapter, I present the research methodology that I used in the study. The results showed a review of the previous report sections to identify the organizational problem and study purpose. In this study, I narrowed down the various sources of evidence to generate information to answer the research questions. In this section, I address the search process for published outcomes that informed the study. This study addresses the type of data that has been collected in the research process and with who are the participants will be engaged. Understanding and enumerating data variables is critical, because these steps are necessary to construct a conceptual framework and discuss the findings. The chapter includes a discussion of variables and the measures I used in data collection. I also talk about how I maintained the privacy of each respondent. This chapter concludes the data analysis process and shows the demographics of this study.

Concepts, Models, and Theories

I used the following question to guide this study: What is the most effective marketing strategy for optimal performance and productivity of Youth Service Center in Southwest State? The Youth Service Center in Southwest State has an effective

operational model that focuses on helping young people in El Paso realize and exploit their capabilities. However, the Youth Service Center in Southwest State ambiguous marketing campaign is only reaching a fraction of its target audience. This study aims at showing that Youth Service Center in Southwest State will end up needing a much higher marketing budget if its marketing approach does not change. Hence, the organization will underperform. In this study, I will provide the challenges. that the Youth Service Center in Southwest State currently faces and determine approaches that will improve its marketing campaigns. I have devised a model that other nonprofit firms could also use to integrate marketing strategies into their operations.

Organizations operate under varying typologies, which are dictated by the environment, society, and organizational structures, among other things. According to Suchman (1995) business typologies are informed by moral, pragmatic, and cognitive legitimacies. Typology theory posits that a nonprofit organization is legitimate if it receives public approval, though its actions may differ from the stakeholders' interests.

Suchman's typology theory has determined that society operates based on three primary forms of legitimacy: pragmatic, based on audience self-interest; moral, based on normative approval; and cognitive, based on comprehensibility and taken-for-grantees (Suchman 1995). Pragmatic legitimacy is influenced by the self-interests of an organization's constituencies; moral legitimacy occurs when an organization's actions are ethically acceptable; and cognitive legitimacy is when a firm's objectives are deemed appropriate by society (Suchman 1995).

In this study, I examined the relationship between Suchman's (1995) typology theory of marketization and Youth Service Center in Southwest State ineffective marketing have on both the organization and its community. The Youth Service Center in Southwest State ineffective marketing emanates from minimalist campaigns, reliance on social media, and a lack of a dedicated team, a small budget, and ignorance of the campaign's low engagement rate, all of which affect its legitimacy. The Youth Service Center in Southwest State requires public approval by the residents of El Paso for it to gain the community's attention and confidence. In this study, I explored the effectiveness of theory typologies, and legitimacy hindering the effectiveness of Youth Service Center in Southwest State market strategies.

The Youth Service Center in Southwest State is positioned to create educational and economic change in El Paso if it attracts widespread support for its projects. According to the typology theory, there are many approaches that Youth Service Center in Southwest State could use to increase its marketing effectiveness. The pragmatic, moral, and cognitive legitimacies would ensure that the different dimensions of the Youth Service Center in Southwest State marketing are approved by society, even when the interests of the two parties differ.

The Youth Service Center in Southwest State has the capability, including both resources and strategies, to drive positive change in El Paso. However, the organization's marketing does not currently reach a wider audience, causing its impact to be well below capacity. In this study, I explored the effected marketing areas where the Youth Service Center in Southwest State has failed to attract legitimacy. Through this research, the

typology theory has determined that Youth Service Center in Southwest State falls short in attaining approval from the EL Paso community. In this study, I examined the relationship between Youth Service Center in Southwest State and community of El Paso which translates to more effective projects that have a greater impact. Additionally, In this study, I examined the effect Youth Service Center in Southwest State ineffective market strategies from an academic perspective.

Figure 1

Suchman's (1995) Typology Theory

A Typology of Legitimacy

	Actions	Essences	
Episodic	Exchange	Disposition Interest	Pragmatic Legitimacy
Continual	Influence	Character	
Episodic	Consequential	Personal	Moral Legitimacy
Continual	Procedural	Structural	
Episodic	Comprehensibility Predictability Plausibility		Cognitive Legitimacy
Continual	Taken-for-Grantedness Inevitability Permanence		

The theory posits that an organization must attract legitimacy in the market to succeed. As legitimacy is socially conferred, the Youth Service Center in Southwest State must embark on creating a community of loyal audiences. Moreover, the theory posits that legitimacy relies on collective consistency but not on individuals (Suchman, 1995).

The Youth Service Center in Southwest State attracts legitimacy if it invests in marketing efforts that reach community members in need and transforms them into better citizens. In addition, the Youth Service Center in Southwest State needs to maintain the approach over time for the El Paso community to socially confer it with legitimacy. In this study, I describe how the Typology theory fits this study's problem and purpose, while Youth Service Center in Southwest State faces challenges due to marketing strategies ineffectiveness. The theorists concluded that Youth Service Center in Southwest State will adopt a marketing strategy to increase its pragmatic, moral, and cognitive legitimacy. Indeed, even members of the El Paso community who have heard about the organization and its various initiatives may fail to enroll because of the organization's lack of legitimacy. In the next chapter, I will discuss that theory is appropriate, considering how it resonates with the problem and suggests insights on possible solutions.

Suchman's typology theory has been applied in diverse aspects of organizational improvement and relationships with stakeholders. The theory was appropriate in studies on the effectiveness of organizational initiatives targeting communities because it relates to legitimacy. Target audiences will only appreciate and adopt organizational offerings if they perceive that a firm is legitimate. According to Suchman (1995) legitimacy relates to a generalized assumption that the activities initiated by a firm are appropriate and desirable within the norms, beliefs, and values of a given socially constructed system. In this regard, community members in El Paso would perceive that the Youth Service Center in Southwest State is legitimate if its initiatives are desirable and socially acceptable. Notably, the Youth Service Center in Southwest State must cultivate

legitimacy by embracing consistent initiatives that have a positive impact on youngsters people.

A nonprofit organization can seek to improve its legitimacy, but it cannot compel society members to cultivate legitimacy. El Paso community members will develop their perceptions and assumptions about the Youth Service Center in Southwest State initiatives after identifying the social benefits and consistency thereof. According to Suchman (1995, p. 575), through this research, legitimacy has determined by a that society is based on collective consistency and society members position on an organization's impact is not necessary when determining legitimacy. Furthermore, I found out that people will rely on public opinion but not on their own views of an organization's activities. Regarding this study, people in El Paso may feel that the Youth Service Center in Southwest State initiatives differ from their interests but appreciate the organization because society approves of it.

Furthermore, legitimacy can take different forms. Cognitive legitimacy is paramount, relating to the perceived impacts of organizational processes. According to Bridwell-Mitchell and Mezas (2012, p. 191), cognitive legitimacy can help an organization develop its brand and attract stakeholder support. However, cognitive legitimacy will only arise if a firm pursues objectives that society deems appropriate and desirable. Societies throughout the world prioritize different things based on their cultures. Nonprofit organizations need to understand the culture and priorities of their communities and align their initiatives with these to attract cognitive legitimacy. In the

Youth Service Center in Southwest State case, the firm should ensure that education and sports are among El Paso's priorities.

An organization also requires moral and pragmatic legitimacy to operate. Suchman (1995, p. 575) also noted that moral legitimacy is achieved when target audiences and beneficiaries perceive that an organization's initiatives are moral. Regarding the Youth Service Center in Southwest State, nurturing sports talent and supporting education is a noble cause, as it contributes to long-term community development. Pragmatic legitimacy is developed when community members judge the effects of organizational behaviors to be beneficial. According to Suchman (1995, p. 576) and Kotler, P. (2019), pragmatic and moral legitimacy aids the self-regulation of a business and helps promote better relationships with stakeholders.

An organization's strategic objectives and business plans should be informed by an understanding of all three forms of legitimacy for the organization to attract public approval. Typology theory and its analysis by different researchers indicate that nonprofit organizations like the Youth Service Center in Southwest State could use the theory for increased impact:

1. Marketing: Public relations initiatives that allow the Youth Service Center in Southwest State or other public organizations to reach their targeted audiences and cause social change.
2. Assisting: Helping the youth in El-Paso nurture their athletic talents and access educational opportunities.

Relevance to Public Organizations

Unfortunately, the marketing strategies adopted by public entities often focus more on engagement and community outreach than reaching deserving community members. Public entities, particularly nongovernment organizations, can have a significant impact on society regarding health, environment, human rights, education, and law. These organizations have the potential to reach wider audiences and use their resources to cause greater impact, but that does not always happen. According to Riesch et al. (2013, p. 260) and Kotler, P. (2019). nonprofit organizations have a history of ineffective marketing campaigns that omit potential beneficiaries. This problem persisted through the 20th century and is now present in the 21st century, despite the development of more efficient marketing channels and methods.

Kotler, (2019). stated that while a needs assessment is done to identify the issues within a community, it should also identify the people. In addition, while the interventions initiated by nonprofit organizations focus on addressing the problems found in the needs assessment, the monitoring and evaluation processes concentrate on ascertaining whether the organization has achieved its objectives. According to Kestane (2014, p. 97), the marketing problems of public organizations is both an institutional and structural challenge; nonprofit organizations have often failed to concentrate on targeting people in need and ensuring their initiatives are effective in reaching those audiences.

This problem is traceable to the leadership approaches adopted by public administrators. In this study, Riesch et al. (2013, p. 260) found that leaders are not always thorough in ascertaining that an organization has reached their target audience. Public

administrators are comfortable with running projects if they can identify notable changes. In this study, I further noted that successful marketing in public entities should follow community outreach and social marketing principles. However, the marketing strategies that public organizations adopt are often related to the interventions. Indeed, leaders in public entities tend to focus on all dimensions of interventions but designate responsibility for reaching the intended audiences (Riesch et al., 2013, p. 258). A public organization like the Youth Service Center in Southwest State should combine marketing approaches, such as community forums, newsletters, social media, and community gatekeepers.

Nonprofit organizations also have institutional problems created by workplace cultures. Kestane (2014, p. 99) explored how nonprofit organizations often experience bureaucratic and personnel shortages that aggravate the challenge of poor marketing. This sort of personnel issue is evident in the Youth Service Center in Southwest State; the organization lacks dedicated workers to handle marketing activities. Nonprofit organizations have a history of not prioritizing marketing because they do not understand its impact. In addition, the hiring process is bureaucratic, as these organizations must justify the relevance of each position to their board. Clearly, organizational culture has caused the focus to be on aspects of organizational functioning other than marketing.

Public organizations are challenged to remain accountable while enhancing the effectiveness of their performance. According to Amagoh (2015, p. 228), public firms, particularly nonprofit organizations, receive consistent funding from donors but fail to maintain efficiency and effectiveness. The firms endeavor to improve their performance

by reaching more people and using their resources prudently, and the donors continue to push them to perform better, creating a constant push-and-pull of the parties. Amagoh (2015, p. 228) also found that nonprofit organizations and donors have introduced measures to assess their effectiveness; however, they often struggle to meet their effectiveness goals.

Organizational functioning in nonprofits has contributed to the challenges of effectiveness and efficiency. Amagoh (2015, p. 226) suggested that governance, strategic planning, performance management, partnerships, long-term sustainability, and funding all influence the efficiency and effectiveness of these nonprofit organizations. They further noted that nonprofit organizations should restructure their approach to performance management and focus on both reaching others and the impacts of interventions, and they should introduce measures to assess the performance of marketing initiatives via administrative numbers. Youth Service Center in Southwest State works with the city of El Paso and can access data on poverty and education. The organization could use that data to measure whether they have reached the appropriate audiences. In addition, nonprofit organizations should invest in strategic planning by adopting awareness, strategy formulation, implementation, and control and development and they should take deliberate measures to formulate strategies to reach those in need (Amagoh, 2015, p. 227).

Societies have diverse problems, not all of which can be managed by federal or state governments. Nonprofit organizations have the potential to bridge gaps in areas where community issues remain unaddressed. Public entities can reach their target

audiences through outreach programs. However, they are failing to measure the reach of their initiatives and are therefore failing because they do not invest in strategies to reach and sustain their audiences. According to Stern et al. (2015, p. 102), presented nonprofit firms noted that outreach can effectively reach the population that is suitable for a nonprofit firm. The programs apply initiatives, such as public talks and community forums, and have agents who coordinate with community members. They further recommended that public entities improve their marketing by having community gatekeepers spearhead outreach initiatives; the gatekeepers understand who the people in need are as well as the extent of their needs. Therefore, a public organization should prioritize gatekeeper identification and engagement during strategic planning. They should perceive that gatekeeper are primary stakeholders and engage them during intervention formulation. The gatekeepers will identify potential enrollees and track their progress, and they will popularize the organization's impact after seeing beneficiaries whose lives have been changed.

Nonprofit organizations must reach their target audiences, convince them that a problem exists, and guide them through behavioral changes. However, Duong (2017, p. 124) found that nonprofit organizations have experienced from the first generation to the fourth-generation challenges with social campaigning. They have gaps in their communication strategies to the extent that their initiatives do not benefit all society members. However, they also found that the presence and initiatives of public organizations that do not benefit everyone create perceptions of social inequality.

Nonprofit organizations are formed to address social issues and should not, therefore, appear to aggravate them.

Many nonprofit organizations have experienced marketing problems. One study used the example of health to show successful approaches in community marketing; health entities use community health workers (volunteers) to popularize initiatives and organize community members (Nxumalo et al., 2013, p. 5). The volunteers were members of the targeted community who were hired to popularize the organization's initiatives. Nonprofit organizations in other sectors, such as the Youth Service Center in Southwest State, could apply this approach to reach more people. Community volunteers are as knowledgeable as gatekeepers, as they are often born and raised in the society the organization is trying to reach. According to Nxumalo et al (2013, p. 5), a public entity should begin by mapping a region to identify the existing subdivisions of people. The firms should go to the lowest levels of a community and recruit at least one volunteer to help advocate for the organization's agenda within their community, and the volunteers should work with the organization's marketing department to identify appropriate marketing initiatives that resonate with the community's way of life.

The nonprofit organizational structures of marketing and performance should be foolproof. However, Duong (2017, p. 122) suggested that nonprofit should invest in systems that will propel effectiveness and efficiency, such as marketing departments and accountability tracking. The personnel tasked with the marketing docket should be sure to understand the trends and performances, and they should advocate for the refining the strategies to reflect market changes and demands. Duong (2017, p. 123) also raised the

issue of the public perceptions created by communication approaches, as target audiences might decline an offer if the communication is inappropriate. A marketing team must understand community dynamics and engage society members to refine the messages. The perceptions created should be positive, so the audience can appreciate that the organization intends to benefit them (Duong, 2017, p.131). A public organization should rely on expertise from experienced individuals to define strategic approaches for reaching community members. The demographics, resources, and technology development inform the uptake of various strategies, and public organizations must avoid being dominated by outsiders who do not understand a community's preferences (Nxumalo et al., 2013, p. 5). Instead, outsiders should guide the process while locals identify the problems and the resources available to address them.

Organization Background and Context

The Youth Service Center in Southwest State projected budget for 2021 is \$984.6 million, which is the highest it has ever been. However, while the budget has increased, the firm is still not reaching most of the deserving youths. El Paso is a needy community, and inaction will translate to a sustained cycle of poverty. Young people in the area do not have access to higher education or opportunities to realize their athletic talents, so they cannot apply their capabilities to generate income. Youth Service Center in Southwest State has the finances and the capability to change this narrative by working with young people in the area to contribute to long-term economic empowerment. An administrative study will help the Youth Service Center in Southwest State reach needier youths through a refined marketing initiative.

El Paso, the area served by the Youth Service Center in Southwest State, has low-income levels and high illiteracy levels. These problems have persisted because community members lack opportunities to showcase their talents, as well as the motivation and finances to pursue education. El Paso has one of the lowest income levels in the country, and this problem could worsen if initiatives are not adopted to foster change. Notably, the youngster's people of El Paso are bright and talented and could compete favorably with those in other areas. The Youth Service Center in Southwest State aims to improve El Paso's economic situation through education and empowerment. However, the approaches that the Youth Service Center in Southwest State is implementing will result in reaching only a portion of the youngster's people, yet most of them are needy. The firm's initiatives increase the chances of an El Paso youth succeeding in life and contributing to the area's economic development. Effective marketing would ensure that the Youth Service Center in Southwest State reaches more youths and increases their chances of success. However, this study was necessary to improve the Youth Service Center in Southwest State performance.

1. Nurturing: Youth Service Center in Southwest State motivates youths to achieve better educational outcomes, sponsors them, and fosters athletic talent in softball and basketball.
2. Ineffective marketing: Publicity initiatives that generate low public engagement.

Role of the DPA Student/Researcher

I am a public administration student, and I have explored the management of a nonprofit organizations. I have focused on understanding the challenges that nonprofit organizations experience regarding marketing and communications initiatives that do not reach the intended audiences. The Youth Service Center in Southwest State is operating in the El Paso Texas community. However, this did not cause a conflict of interest or give the project an undue advantage. The project's goals were to be an agent of change in organizations and communities. Nonprofit organizations were established for the public good, but community interests could interfere with the Youth Service Center in Southwest State goals. The professional aspiration of this study is to develop a model that nonprofit organizations could apply to reach broader markets and thereby increase their benefits. I also identified the strategies that public administrators could use to improve their work. In this study, market strategies specialization and presents an opportunity to address industry challenges.

My contribution through this study was to undertake research, gain industry knowledge, and derive information that could benefit other public administrators. I have no current connection to or any prior interactions with Youth Service Center in Southwest State, the 24 participants, or the firm's board. All my interactions with the organizations and its representative were regulated by research ethics. These interactions were solely for conducting this study and nothing else.

My focus was aimed at driving changes. Exploring the retrogressive industry norms that have barred nonprofit organizations from achieving their goals was the biggest

challenge I faced in this study. In this study, I indicate education and industry experience, it was recognized that public entities lack accountability measures, unlike private firms where administrators must demonstrate their performance. In this study, I conducted research on the particular industry, explored its problems, and recommended solutions. The reason I selected Youth Service Center in Southwest State was because of the products and services they offer to El Paso Texas community. Indeed, Youth Service Center in Southwest State stands out in its approach to economic empowerment, as it balances education and sports. The organization could have a widespread impact if it adopts appropriate strategies.

The choice for the topic and organization was informed by the realization that nonprofit organizations often fail in their marketing initiatives to the point of not accomplishing their goals, they can drive social change, but they fall short in marketing. Analysis has revealed that nonprofit organizations often invest in all administrative aspects other than marketing by identifying problems, target audiences, and the appropriate solutions. However, it should be noted that the understanding of marketing in contemporary business might affect the research approach to the topic. Marketing is the popularization of an initiative, but in the nonprofit organization world, it could also mean advocacy.

In this study, I will exhibit subjectivity bias when analyzing data, participating in the data collection and developing perceptions based on the issues raised. In addition, I could have experienced selection bias when determining the participants for the study. The information generated by the 24 participants guided the conclusion. Selection bias

could have affected the reliability of the study results. However, to counter this, purposive sampling was used to increase the reliability of the study.

A contracted data analyst was part of the project, as qualitative data analysis is subjective and construed to the analyst's knowledge. The conclusions of this study were intended to be consumed by a broader audience and relying on one analyst could affect the study's reliability. The data analyst's involvement did not last more than one month. The study did not include other collaborators.

I introduced diverse perspectives into the data analysis process.-I helped with the data collection process and thematic coding in readiness for analysis. I also went ahead and interacted with the participants and ensured that the data collection goals are realized. I also assisted the data analyst to identify codes as a strategy for eliminating subjectivity.

As part of the study, I shared expertise or contextual insights, with only stay focused to facilitate the study. However, I also provided expert opinions on the study by identifying and recommending areas of improvement. I was responsible for informing about the structuring and pre-testing of the data collection tools.

Role of the Project Team

The researcher helped in the data collection process and thematic coding to get it ready for analysis. He also interacted with the participants and ensured that the data collection goals were realized. Furthermore, I worked with the data analyst to identify of codes as a strategy for eliminating subjectivity from a single analyst. Data coding inclusion presented diverse views on the subject and the issues raised by participants.

The researcher guided the research process after the disclosure of the topic and its objectives. The consent of Youth Service Center in Southwest State participants and a privacy clause was obtained, participants were expected to be honor in these activities. Researcher did not share their expertise or contextual insights. Instead, the data analyst was only contracted to facilitate the study. However, the survey gave expert opinions on the study by identifying areas of improvement and recommending areas of improvement. He also informed the structuring and pre-testing of the data collection tools.

The contracted data analyst was part of the project. The survey's role was to introduce diverse perspectives in the data analysis process. Qualitative data analysis is subjective and could be construed to the analyst's knowledge. However, research conclusions were aimed to be consumed by a broader audience and relying on one analyst was thought to affect the study's reliability. The data analyst's involvement did not last more than one month. The study did not include other collaborators.

Summary

Nonprofit organizations often experience publicity challenges. They tend to concentrate on their interventions and forget about the people. Moreover, the public administrators of nonprofit organizations tend to fail in their leadership by not investing in marketing and performance measurements; the needs assessment that they conduct at the beginning of a project concentrates on the problems but not the people. Often, nonprofits reach few people, but they can create broader social change. The community of El Paso is needy, and the Youth Service Center in Southwest State is positioned to guide long-term economic change. Nonprofit firms often use community outreach to

reach their targeted audiences. They could employ community volunteers to promote their activities, and they should work with the locals to identify existing needs and the people deserving of assistance. Public administrators in nonprofit organizations should measure the initiatives to ascertain that the targeted people are reached. In this study, I present the Typology theory to determine the marketing initiatives that the Youth Service Center in Southwest State could use to increase its legitimacy in its community. The study also engaged a project to guide the data collection and analysis process. Notably, the study followed a research design, data collection, and analysis framework, all of which are described in section three.

Section 3: Data Collection Process and Analysis

Introduction

In this study, I describe the research methodology that has been used and focuses on the various sources of evidence that were used to generate information to answer the research questions. I will also highlight the search process for publications that informed the study and describe the types of data that were collected and the participants that were engaged. I aim to show that understanding and enumerating data variables is critical, as it aids the structuring of a conceptual framework and the discussion of the findings. In this study, I will include a discussion of variables, the procedures used in data collection, and the protection measures used for the participants and data. Lastly, I will disclose the data analysis process before offering a section summary.

Practice Focused Questions

Existing literature has indicated that marketing problems are common among nonprofit organizations. They fail to identify tangible marketing solutions that align with the organization's purpose. However, past studies have not explained the modalities of reaching wider audiences through an informed marketing plan, in this study, I sought to determine the most effective marketing strategy for the optimal overall performance and productivity of the Youth Service Center in Southwest State.

Organizations often experience challenges in reaching and retaining target audiences due to the market dynamics. In this study, I address Youth Service Center in Southwest State, and other nonprofit organizations to identify strategies for revamping their marketing initiatives to reach broader audiences and cause positive social change.

The project is essential for addressing the marketing problem facing nonprofit organizations. In this study, I suggest, the approach aligns with the research question because it sought to unravel modalities of developing a marketing plan that would change the productivity and performance of a nonprofit organization. In addition, the study was timely and relevant and has a focus on adding to the existing knowledge through model development to guide marketing initiatives in nonprofit organizations.

Definitions

Coding: A data analysis process that entails the identification of representative or repetitive terms described by participants.

Marketing Initiatives: Activities undertaken by the Youth Service Center in Southwest State or any other nonprofit organization to popularize their projects and attract beneficiaries; the process that an organization will undertake to reach the intended audiences.

Participant: The person(s) recruited by the researcher to generate ideas to be used in the study. They are community members and people affiliated with the Youth Service Center in Southwest State thus placing them in a better position to understand the activities undertaken by the Youth Service Center in Southwest State and the motives behind them.

Researcher: The person organizing and executing the study.

Protection: The act of safeguarding the wellbeing of and information presented by the participants, including the measures the researcher embraced to ensure privacy and confidentiality.

Study Design: The approach that guided data collection and analysis in the project. It has helped in informing the activities that stakeholders in the project perform at any given time.

Sources of Evidence

In this study, I presented evidence that is generated by the participants of the study, and it aids in the answering of the research questions. I describe how participants present their perspectives on the Youth Service Center in Southwest State marketing approaches through a questionnaire. In this study, I use a qualitative approach where participants express their ideas through descriptions. Stokes (2017, p. 49) noted that qualitative methods are appropriate in such research because they explore the participants' attitudes and create an open space for expression. The 24 participants who engaged in this study had interacted with the Youth Service Center in Southwest State in various ways and understood its marketing approaches; in this study, I examined the position to disclose the shortcomings in the Youth Service Center in Southwest State strategies and recommend solutions.

In this study, I examined the evidence generated by the participants including insider information, that making it appropriate for answering the research question. Tan, (2017, p. 119) noted that case study designs are appropriate for identifying problems and potential solutions within organizations because they engage insiders and use expressive methods that allow the participants to describe their part in the study. In this study gathered information from the 24 participants explaining whether Youth Service Center in Southwest State uses brand management, strategic marketing initiatives and the impact

that these approaches have on the organization's marketing. The evidence illuminates marketing challenges that are hindering optimal performance and productivity at Youth Service Center in Southwest State.

In this study, I provide Youth Service Center in Southwest State as an example for other nonprofit organizations. I find that online questionnaires present descriptive information about Youth Service Center in Southwest State marketing initiatives and I also show that the codes developed during the data analysis revealed the underlying issues at the organization. Stokes (2017, p. 89) discovered that qualitative data collection allows for probing to identify underlying challenges that may not be reflected in the questions. The study provides data on Youth Service Center in Southwest State marketing plan's performance and productivity presented; in this study, I suggest that the data analysis process revealed the challenges and gaps in the current marketing plan, and the participants were probed to identify in-depth details about the Youth Service Center in Southwest State performance. In this study, I indicate data collection and analysis revealed the Youth Service Center in Southwest State marketing problems as well as helped develop potential solutions.

Published Outcomes and Research

In this study, I focus on primary data collected through an online questionnaire, and I also present ideas generated from secondary data. Tan (2017, p. 159) discovered that systematic analysis aids the structuring of research by identifying what other nonprofit have found and any knowledge gaps. In this study I provide a systematic review that helped highlight the outcomes of an investigation into marketing problems in

nonprofit organizations. Additionally, I explored secondary data obtained from academic databases such as PLOS, PubMed, ERIC, Scopus, Science Direct, and Walden University Library. This extensive database provided numerous peer-reviewed articles and books on marketing initiatives in nonprofit organizations. The search for secondary data also involved the search engine Google for reports and articles on the per capita of Texas cities, poverty in El Paso, and the Youth Service Center in Southwest State initiatives. In this study, I indicate the literature searches and review illuminated the problems that Youth Service Center in Southwest State is facing in executing its marketing campaigns.

I used key terms and phrases to search for documents from various databases and Google. For my research, the following phrases were used: marketing approaches in nonprofit organizations, marketing challenges in nonprofit organizations, addressing the marketing shortcomings in nonprofit organizations, strategies and standard practices used to address marketing problems in nonprofit organizations, current practice in nonprofit marketing, recommendations for improving marketing efforts in nonprofit marketing, history of nonprofit marketing initiatives, Youth Service Center in Southwest State marketing challenges, Youth Service Center in Southwest State productivity, Youth Service Center in Southwest State success, the effectiveness of marketing campaigns of nonprofit organizations in Texas, and approaches and initiatives are undertaken by Youth Service Center in Southwest State.

In this study, I provide a systematic review that took a procedural approach; academic literature and findings were restricted to ten years. The searches on the academic databases and search engines provided numerous results, and I took adequate

time to peruse most of them. I relied on this study theme of marketing strategies in public and nonprofit organizations to include or exclude the studies. The time frame of ten years allowed for access to recent studies that have reliable information reflecting the situation. However, academic literature older than ten years were also included in the research to a small extent to aid in the theory description and offer supporting evidence for the research concepts. The search process were planned to take three weeks, and it was adequate in the identification of journal articles, books, reports, and online materials.

The search process were exhaustive and current approaches, past challenges, and solutions to marketing issues in nonprofit marketing initiatives were used. As many public organizations face challenges in reaching wider audiences, this problem has likely persisted over years, and in this study, I will describe how Youth Service Center in Southwest State learns from the initiatives implemented by similar organizations in the past. However, Youth Service Center in Southwest State faces unique conditions, and the approaches used should reflect the organization's circumstances. I also show that the search process considered the challenges that nonprofit organizations like Youth Service Center in Southwest State have faced and the strategies other nonprofit organizations have used in the past. In this study, I describe and recognize the finding generated in all the databases and search engines to make the results comprehensive. Findings were distributed to every investigation reviewed to identify conclusive findings.

Archival and Operational Data

Three sets of operational data were used primarily. These are at the: education level applied to each person in El Paso, and the Youth Service Center in Southwest State

budget. In this study, I administered the education level in the community, particularly the number of people from El Paso who have completed higher education, which were used to indicate the effectiveness of the Youth Service Center in Southwest State programs and focus areas. Data applied to each person revealed the income levels of these community members compared to other regions in El Paso Texas and the study addresses the urgent need for effective intervention. Data on Youth Service Center in Southwest State budget showed changes in investment via the programs and their reach. The archival data were generated by Youth Service Center in Southwest State and the local El Paso community administration. In this study, I indicate data that were quantitative and illuminate the issues in the El Paso community that require effective marketing of change initiatives.

Operational and archival data were essential for this project, as it reveals both the problem and the Youth Service Center in Southwest State capabilities. In this study, I describe that Youth Service Center in Southwest State budget shows that they have additional resources in 2021 because of a \$984 million expenditure plan. This increased during the study. I describe the resources that come amidst static marketing initiatives, which means that the organization was not reaching all the needy teenagers and youths in the area unless the marketing plan is restructured. Data's on education level and applied to each person shows minimal development and high poverty levels in El Paso, not applied to change initiatives. In addition, data published by the Youth Service Center in Southwest State has indicated that only 21% of the El Paso population has accessed higher education (El Paso Border Youth Athletic Association, n. d). As low education

levels translate to minimal income, there are many failures by Youth Service Center in Southwest State to embrace appropriate marketing approaches that translate to more people not accessing higher education and future generations suffering because of minimal income and stagnated applied to each person. In this study, I describe, the data was crucial in showing the need for strategic action.

Both operational and archival data were used in this study, which I collected from multiple organizations. First, data that was depicting past needs assessments in El Paso was obtained from primary sources. The data on education levels and the proportion of the El Paso community who have accessed higher education are reflected in reports by the Texas Education Agency. Youth Service Center in Southwest State budget entails projections based on market plans and available resources. However, data applied to each person generated by the state finance and development departments were not representative; most El Paso residents are not in salaried employment and identifying the income levels of people who do not necessarily bank their money is challenging. Therefore, applied to each person is a basis for measuring financial capability, but it did not capture the actual economic situation in El Paso.

The operational data are publicly available; it is published on Youth Service Center in Southwest State website and in their reports, where they can be accessed by any interested party; because Youth Service Center in Southwest State uses this data to communicate its initiatives and attract funding, it is of public importance and cannot be restricted. Data is applied to each person that was available online because it is published by government authorities and is not classified. This study was conducted by accessing

the data using accurate search phrases and sieving the searches to narrow down the results.

In this study, I focus on historical documents, including economic outlook reports of El Paso and Texas. However, the reports were appropriate because they showed the income levels of various cities and attempted to explain the factors behind El Paso's low income applied to each person. This data is crucial in showing the value of Youth Service Center in Southwest State ineffective marketing campaign. Moreover, the documents are the best sources because they are compiled by government authorities who have access to the information.

Evidence Generated for the Administrative Study

The participants selected for the study are representative of the whole study population. In this study, I focus on including just the right number of participants that will be appropriate for generalization and for making a universal conclusion. The sample should not be large enough to limit the efficiency of the study nor should it be small enough that data collection is restricted (Symom et.al, (2012, p. 89). In this study, 24 participants were selected in total. Out of these, 14 were stakeholders in Youth Service Center in Southwest State, 4 were managers, one chief executive officer, 5 customers and 19 were from within the organization. Youth Service Center in Southwest State employs fewer than 50 employees, thus 19 is an appropriate number of representatives for the total population. The number of customer beneficiaries varies based on the season. Through this study, I concluded the perspectives of Youth Service Center in Southwest State target audience, including the group of five representatives. The composition of participants can

be explained because I needed multiple viewpoints from different angles on the problem. Considering the stakeholders or only the managers would have given me a very limited outlook on the subject.

Participant selection impacts the reliability and validity of a study. Symon et.al, (2012, p. 38) argue that sectioned bias could hinder the likelihood of accessing the anticipated information in a study. To overcome this problem, I selected 24 participants through simple random sampling. It came to my notice that probability sampling increases the transparency and reliability of study data, thus participants were selected based on chance rather than preference (Symon et. al, 2012, p. 141). Random selection entails access to a database of the study population, including employees, stakeholders, and customers. All the population was exposed to a computerized selection technique to generate potential participants. This method produced 30 potential participants; the extra six accounted for the ones who might decline to participate.

Symon et.al, (2012, p. 181), stated the participants selected to participate in a study were assessed whether they could respond to the questions raised in the research. It was to be seen if they had the capacity and understood what the problem under investigation was. They should be able to respond to the questions and present leading details. In this study, the 24 participants selected had inside information on Youth Service Center in Southwest State marketing plans and operations because they had participated in the organization's planning and execution of marketing initiatives. The customers had interacted with the staff and benefited from the organization's processes and will. Therefore, it was seen that they would be able to describe the performance and

productivity of the Youth Service Center in Southwest State initiatives. Upon investigation, I found out the CEO and four managers understood the challenges that Youth Service Center in Southwest State faces while targeting El Paso's youngsters and teenagers. The CEO and managers were able to tell whether the organization has exploited its potential or if it was underperforming in the marketing department.

Questionnaire development was a detailed nine-step process. These steps ensured that the right questions were being issued to the respondents. The first stage involved deciding on the information required. In this stage, the focus was on creating a data collection tool that facilitates the collection of qualitative data. The second step was to define the respondents in terms of various characteristics. Defining the sample frame helped in choosing the right questioning framework. The next step involved choosing the best method for reaching the target audiences. In this case, the study designed a questionnaire that could be administered online. In the fourth stage, the questionnaire design focused on deciding what questions and what content to include in the questions being asked. Having understood the respondents' characteristics, the researcher moved to the fifth stage, the wording of the questions. Choosing simple vocabulary and phrases aided in making the questions easy to understand for the participants. The generated questions were then sorted in a meaningful order and format (Taherdoost, 2018, p. 39). The seventh step was to cross-check the length of the questionnaire. Here, the goal was to ensure that the questionnaire is not very lengthy. Otherwise, the respondent could lose interest in it. That would affect the data collection. The second-last stage involved testing the questionnaire. Piloting is essential in ensuring that the data collection process is

accurate and precise. Finally, the questionnaire was deemed okay to be issued to the 24 respondents.

Reliability and validity are two essential principles when it comes to questionnaire creation. In the proposed study, reliability was ascertained through a parallel form. Parallel form reliability enables the survey to develop equivalent data collection forms to be issued to the same respondents. The main difference between the forms is the framing of questions (Taherdoost, 2016, p. 33-34). The correlation of the two forms was used as a test for the reliability of the developed questionnaire. Validity was tested during the pilot phase. Here, a representative fraction of the study population was issued with the initial questionnaire draft. Based on the responses received, the researcher determined the irrelevant questions (Bolarinwa, 2021, p. 198). These questions were then eliminated from the questionnaire. By ensuring strong validity and reliability in the data collection process, the survey generated authentic information to be used in the study.

Procedures

The data collection process was not possible by applying any other existing measurement instruments which were used by other organizations. The problem under investigation is unique to YOUTH SERVICE CENTER IN SOUTHWEST STATE , though other public entities have encountered similar issues. Therefore, this study avoided research tools that were developed in other studies to better focus on the specific circumstances affecting YOUTH SERVICE CENTER IN SOUTHWEST STATE .

I applied a qualitative approach, where information was collected via questionnaires. The two data collection tools were developed using research variables

identified in the literature review. The instruments were pre-tested before they were used to collect data for the study. The literature review process generated the following variables: performance indicators, governance, strategic planning, long-term sustainability, partnerships, outreaches (public talks, community forums, and agents), social inequalities, and community volunteers. Performance measurements and indicators were mentioned by (Amagoh, 2015, p. 226) when he discussed the challenges that nonprofit organizations face and the potential solutions they could use. In addition, Stern et al. (2015, p. 102) noted that outreach could help a public entity reach its target audience, and (Amagoh, 2015, p. 226) further reported that nonprofit organizations could increase their marketing performance through partnerships, performance management, long-term sustainability, strategic planning, and governance. According to Nxumalo et al. (2013, p. 5) community, volunteers might appeal to the community and ensure that a public entity reaches its target recipients, while (Duong, 2017, p. 124) noted that a nonprofit organization's failure to consider the impacts and effectiveness of its marketing campaign results in social inequalities. A combination of these research applications was valuable to inform the development of the research tools, and pre-testing increases their validity (Stokes, 2017, p. 84).

The data collection process took one month. First, the questionnaire was completed online (email). The researcher engaged the participants and asks them to participate. Those who consented presented their contact details to receive the questionnaire. The data collection process adhered to social distancing and public health measures designed to avoid spreading Covid-19. A two-week timeframe was given to the

participants to ensure that they were able to complete the questionnaire in time. Having different schedules, it was understood that filing the questionnaire could take time. This is why the data collection process was completed within one month.

Protections

The recruitment process for the participants took a structured approach. For this study, I had to work with the management of Youth Service Center in Southwest State to access a list of potential participants and receive approval for researching the organization. All this took some time. I had to engage the CEO and human resources manager and explained to them the research goals, and requested approval to take data from their stakeholders, employees, and customers so that the sampling process could be done effectively. After accessing the data, I subjected the names to a computerized randomization process and generated 15 participants. Using the employee's contact information (email) provided by Youth Service Center in Southwest State management, I reached out to them by email, explained how their information was going to be accessed. They were briefed about the purpose of the research and then were asked to participate. I requested them to respond to the questionnaire via email and initiated a working relationship with those who agree to participate. The participants were told about any additional information about the research and were explained what the researcher expected from them.

Data collection is the most sensitive part of the research. It needs strict adherence to ethical standards. According to (Tan, 2017, p. 127) a researcher's interaction with participants should be guided by ethical procedures to ensure their privacy and guide

engagement. Security and privacy were prioritized protection by storing participants' contact details and the data they provided in a locked folder on a personal computer. The data collection instruments included an informed consent form that participants were encouraged to sign after they read and understood it. Only those who signed the consent form were allowed to participate in the study. The consent form stipulated that participant could withdraw their participation at will and that participation will not provide any incentives. In addition, the research tools didn't include any descriptive information, such as names and contact details, to protect the confidentiality of the respondents.

Youth Service Center in Southwest State required that the management be informed about the research, and they were supposed to approve it before it was conducted. In short, the research was conducted only after it was approved by Youth Service Center in Southwest State. The researcher presented a request for an approval letter to the administration and waited for acceptance. The letter detailed the objectives, participants, and the researcher's willingness to share the results. It also asserted that the study will support Youth Service Center in Southwest State effectiveness by assessing its marketing initiatives and suggesting improvements. Execution of the project also required Walden's Institutional Review Board (IRB) to assess and determine adherence to ethical principles, so the study's proposal was presented to Walden's IRB for approval.

Analysis and Synthesis

Data analyses entailed not recording participants' responses, organizing them into themes, and not analyzing the descriptions. The process involved the use of Microsoft Excel spreadsheets. Data collected was conducted in questionnaires which were made

online on online software. . The questionnaire responses were entered in a survey software Microsoft Excel spreadsheet. The data from individual responses were organized for analysis; incomplete data was removed, and related information was placed together. This process generated conclusive data that entailed descriptions and was aligned according to the research questions.

Data handling in research is a delicate process, as it increases opportunities for exposure to third parties, which could infringe on privacy and confidentiality. According to Symon and Cassell (2012, p. 162), survey and data analysis should be guided by integrity when handling data. In the entire study, the questionnaire was the only tool that was used to collect the participant's information. However, the questionnaire was conducted online and was likely to produce outliers and missing data. In case such a thing occurred, the researcher contacted the participants to request more information. If the respondents failed to provide the information, their responses to the question were excluded. The data was included in the research just as the participants had recorded it. There was no edition, improvement or changes done to the data.

The data analysis procedure used in the study entails thematic and content coding. However, qualitative data analysis takes the form of coding where thematic codes represent underlying themes from statements or descriptions provided by the respondents. Content codes are words or phrases that are repeated by participants as they respond to the questionnaire (Bazeley, 2013, p. 83). Data analysis through coding entails three steps: first-level, second level, and third level. The first-level codes include abstract ideas representing ideas. The data analyst developed second-level codes from the first-level

ones by assessing which ideas could be merged. The second level concepts then led to the third-level ideas through linking to generate more representative concepts (Bazeley, 2013, p. 88). It is the third-level themes that reflected the research results and formed the study's conclusion.

Summary

The study applied a qualitative approach, where data was collected through an online questionnaire. The survey engaged 24 participants (14 stakeholders, five customers, four managers, and the CEO). The survey identified those (respondents) through simple random sampling. The study obtained approval from Youth Service Center in Southwest State management and Walden's IRB. The data that were collected analyzed through thematic and content coding. The study results described the performance and productivity of Youth Service Center in Southwest State marketing campaign, as discussed in section 4.

Section 4: Evaluation and Recommendations

Introduction

In this study, I used an online survey on Youth Service Center in Southwest State ineffective approach to marketing, which has led to low levels of consultation and influence in the community. Youth Service Center in Southwest State has the potential to transform El Paso's economy by assisting young people to achieve their aspirations. Only around a quarter of the city's population has had tertiary education. This has in turn translated into low incomes and dependency on welfare. Although many of El Paso's adolescents are gifted, many lack the opportunity to showcase their abilities in the sports industry and earn a living from it. This research showed the most effective marketing plan for Youth Service Center in Southwest State to reach optimum productivity and effectiveness. Youth Service Center in Southwest State has a successful operating framework that relies on assisting young community members to realize their potential, but its promotional campaigns are not precise and only address a small portion of its target demographic. Even though Youth Service Center in Southwest State budget increased in 2021, it will not be beneficial to them if they do not adjust their business strategy. They are unable to target a large audience and the biggest reason is the lack of an effective marketing strategy. It was seen that the surveys express the problems Youth Service Center in Southwest State faces and suggest ways to strengthen its marketing strategy. The result of the study was the formulation of a framework that other nonprofit organizations can adopt to incorporate marketing methods into their existing activities.

The study provides a positive contribution to understanding different marketing collaborations as a legitimate tactic for Youth Service Center in Southwest State and other nonprofit companies. Furthermore, the study's outcomes emphasize the importance of parliamentary relationships between nonprofit institutions and prospective clients. More precisely, a solution to Youth Service Center in Southwest State failed marketing strategy would encourage more children and adolescents in El Paso to participate in sporting events and mentoring programs, engage with seasoned professionals, and cultivate their athletic abilities. Youth Service Center in Southwest State also links young people with international tournaments, allowing them to realize their ambitions and earn money from their passion. Furthermore, the youth involved in different Youth Service Center in Southwest State initiatives can obtain academic services such as counseling and grants, making it more likely that they will explore college and potentially become graduates in the future. Now if Youth Service Center in Southwest State enhances its marketing approach, the level of education and median income in El Paso may increase. This results in enhancing the residents' social lives due to higher engagement by the association. It can be seen that the government institutions can adopt the findings of the study, to emulate Youth Service Center in Southwest State accomplishment and use it as a benchmark for other nonprofit organizations.

According to current studies, most nonprofit enterprises have common marketing challenges, such as failing to align concrete marketing and organizational strategies. Nevertheless, previous studies have not described the mechanisms for addressing broader audiences through an informative marketing strategy. In this study, I found that the most

successful marketing campaign can enhance Youth Service Center in Southwest State overall performance and effectiveness. Furthermore, the research was timely and necessary for contributing to accumulated theory by developing a framework to guide the promotional strategies of nonprofit institutions.

Data Collection

24 participants were involved in the research. Of these, 15 participants shared their thoughts on Youth Service Center in Southwest State marketing techniques via a survey. The focus was on following a qualitative methodology in which 15 respondents described their thoughts. Structured questionnaires are suitable for this type of study as they probe participants' perspectives and provide an open area for articulation. All 24 participants had dealt with Youth Service Center in Southwest State in a variety of ways and were familiar with its marketing techniques. Because of such an in-depth insight into the organization, I was ideally poised to point out flaws in Youth Service Center in Southwest State approach and suggest alternatives for solving those problems.

Androutsopoulos (2017) presented that the downfall of nonprofit organizations occurs due to the following reasons:

1. The marketing approaches in nonprofit agencies.
2. Marketing challenges in nonprofit associations.
3. Confronting marketing deficiencies in nonprofit institutions.
4. Techniques and regulatory requirements used to confront organizational issues in nonprofit institutions.

5. Actual practices throughout nonprofit merchandising
6. Suggestions for improving promotional activities were used in database searches.

The data collection process took place at Youth Service Center in Southwest State, a nonprofit organization based in Texas. A very detailed, step-by-step process was used in data collection and analysis. Data collection was done via surveys, scholarly sources such as websites, and the project plans to read through the preponderance of these. In this study, I suggest including or omitting publications; the project used the research concept of marketing techniques in public and nonprofit organizations. A time frame of 10 years was taken; no research or finding consulted in the literature review is older than 10 years. This made sure that the published findings had credible data about the issue. The academic material before this was used in the study to help with conceptual formulation and justify the relevant literature.

I conducted a study on the replies of the respondents. These were recorded and organized into categories. Observations were an important part of the data collection and assessment phase. A questionnaire survey was used to preserve data acquired in the field. I provided a detailed profile of the respondents and placed it in documented files. I provided the transcripts, also recorded in the form of questionnaires in spreadsheets. In this study, I find the evidence from the different questions, categorized for examination, with incomplete data removed and comprehensive data grouped collectively. Definitive data was concluded, and proper interpretations were made. Through the research, it was

seen that the report's predictive analytics approach includes the categorization of topics and semantics.

It should be highlighted that qualitative research takes the shape of programming, in which semantic numbers symbolize thematic elements derived from the participants' comments or interpretations. Respondents reiterate words and expressions known as semantic codes as they fill in questionnaires (Venkatesh et. al, 2019).

There are different categories of statistical analysis using coding. Conceptual abstractions that represent ideas are included in the first-level protocols.

Data collection was a complex process requiring ethical guidelines to be strictly respected. Amagoh, (2015) discovered ethical protocols should regulate a researcher's engagement with respondents to guarantee their confidentiality. The study was conducted while the security of this survey was maintained using a password protected subdirectory on a workstation where respondents' contact information and their data were saved. To ensure full security and privacy, I asked the participants to sign a consent form after they had read and understood the instruments of material collection. Those who signed this consent form were eligible to take part in this study. In this study, I collected data through questionnaires delivered by email; the only variable in the entire process lay with the technical soundness of the workstation. All the data collected was quantitative and highlighted the issues in El Paso's community that require an effective change in their marketing initiatives. This is also attributed to the methodology of configuring every questionnaire to their respective classification for analysis.

Talking about the mode of collection of data, it was difficult to administer the questionnaire to everyone working at Youth Service Center in Southwest State nonprofit organizations in Texas. The survey was conducted, the problem of missing responses was anticipated, as a small number of respondents would be expected to fail to return their questionnaire forms by email. On the contrary, the survey showed a completion rate of 62.5% for all 24 participants. Handling the respondent's data, such as contacts and other related information, was also among the unusual circumstances and called for due diligence in case such information was to be leaked to the public. If this happened, it would trigger litigation that would be a liability to Youth Service Center in Southwest State. The 15 participant responses impact the reliability and validity of my study. Furthermore, I found out that conducting a survey online ensures that the answers will be more reliable, and the participants will answer what is going on in the organization. Validity gives the survey a proper measure and hits the target of the research (Androutsopoulos, 2017).

Findings of the Survey

The survey analysis showed key signals of the public's attitudes towards Youth Service Center in Southwest State ineffective approach to marketing. Youth Service Center in Southwest State operations have resulted in low levels of consultation and influence in the organization's external environment. In this study, I describe the survey responses yields five themes. A summary of the five common themes follows:

Theme 1: Perception of the Ideal Marketing Strategy

Most of the respondents pointed out digital marketing, such as social media advertising, as the ideal marketing strategy for nonprofit organizations Youth Service Center in Southwest State. Other marketing strategies mentioned included word of mouth, local media, and ad campaigns on TV/videos on FB. The respondents also identified youth as the target end-users of the program with the primary motive of making them aware of the advantages of participation. Some respondents suggested the importance of involving marketing professionals in organizing events.

Theme 2: Significance of an Effective Marketing Strategy to Youth Service Center in Southwest State

Most respondents claimed that the focus of Youth Service Center in Southwest State current marketing strategy should be prioritizing making people aware of their program. One respondent presented social media, putting paid advertising on the specific programming, and posting daily on the Facebook, Instagram, and Twitter. Another participant suggested the importance of bringing in donations and awareness by the community. In this study, I indicate that most respondents support the need to increase awareness among parents to allow their children to participate in programs offered by Youth Service Center in Southwest State.

Theme 3: Challenges of the Current Marketing Strategy: Cash, Workforce, and Expertise

The participants cited cash inadequacy, workforce shortage, and lack of expertise as the key challenges of the Youth Service Center in Southwest State current marketing

strategy in their quest to reach out to all the young people with potential talent. Concerning cost, finding an effective marketing strategy within our budget to reach as many people as possible was identified as a probable challenge. One respondent specified that pricing and the level of skill development as some of the main challenges. Notably, another participant claimed that there is insufficient focus on the benefits provided to under-served children. Most respondents believed that Youth Service Center in Southwest State needs to increase its reach using social media and other digital media to ensure that parents and their children are informed about programs offered and their benefits.

**Theme 4: Solution and Strategies for Addressing Challenges in Marketing Strategy:
Online Advertising and Donations**

In the quest to ensure that more people are aware of Youth Service Center in Southwest State programs and related to their benefits, in this study, I describe that most of the respondents suggest the importance of more exposure through social media, TV commercials, video presentations, use of brochures, testimonials, and advertising boards. One respondent claimed that I think paid target advertising on social media specific to the age, location, and sport would enhance effectiveness of Youth Service Center in Southwest State PR initiatives in the El Paso community. Another participant reported that continued exposure to the organization in the community is a must. Most of the responses focused on increasing awareness among the target demographic using bolder, emotional, and more consistent messages.

Theme 5: Benefits of an Effective Marketing Strategy to Youth Service Center in Southwest State

Most of the participants were hopeful that improving Youth Service Center in Southwest State marketing strategy would yield substantial positive outcomes. Some identified benefits included “more financial investment by the community and public in general” and “more donations to our cause.” One participant reported that the primary motive is to “Create awareness to the point where unknown donors would come forward without being contacted.” Most of the responses reported that an effective marketing strategy would increase Youth Service Center in Southwest State donations, volunteers, and the overall number of kids willing to enroll in their programs.

Summary

Survey 1. Perception of the Ideal Marketing Strategy

The respondent pointed out digital marketing, such as social media advertising, as the ideal marketing strategy for Youth Service Center in Southwest State. Other marketing strategies mentioned included word of mouth, local media, and ad campaigns on TV/videos on FB.

Survey 2. Benefits of an Effective Marketing Strategy to Youth Service Center in Southwest State.

This respondent pointed to more financial investment by the community and public in general and more donations to our cause. Unknown donors will come forward if Youth Service Center in Southwest State had a proper awareness program in place. More exposure through social media, TV commercials, video presentations, use of brochures, testimonials, and advertising boards.

Survey 3. Solution and Strategies for Addressing Challenges in Marketing Strategy: Online Advertising and Donations

This respondent pointed out paid target advertising on social media specific to the age, location, and sport would enhance the effectiveness of Youth Service Center in Southwest State PR initiatives in the El Paso community. Youth Service Center in Southwest State must continue the exposure of the organization to the community. Using bolder, more emotional, and consistent messages will increase awareness. .

Survey 4. Perception of the Ideal Marketing Strategy

This respondent pointed out they are new to the company and don't know anything about the company's marketing strategy. Youth Service Center in Southwest State key to challenges is cash inadequacy, workforce shortage, and lack of expertise.

Survey 5. Challenges of the Current Marketing Strategy: Cash, Workforce, and Expertise

This respondent pointed out there is a lack of focus on the benefits provided to under-served children. If they offer more programs on social media and other digital platforms, it will increase awareness about programs to parents and children.

Survey 6. Perception of the Ideal Marketing Strategy

This respondent pointed out that he/she was new to the organization, so the answers were based on limited information. The primary motive of the program is to make the youth aware and make them participate in the programs. The organization needs to get exposure.

Survey 7. Benefits of an Effective Marketing Strategy to Youth Service Center in Southwest State

This respondent pointed out and identified benefits included more financial investment by the community and public in general and more donations to our cause. An effective marketing strategy would increase Youth Service Center in Southwest State donations, volunteers, and the overall number of kids willing to enroll in their programs.

Survey 8. Challenges of the Current Marketing Strategy: Cash, Workforce, and Expertise

This respondent pointed out concerning cost, finding an effective marketing strategy within our budget to reach as many people as possible was identified as a probable challenge. More exposure through social media, TV commercials, video presentations, use of brochures, testimonials, and advertising boards is needed.

Survey 9. Solution and Strategies for Addressing Challenges in Marketing Strategy:**Online Advertising and Donations**

This respondent pointed out finding an effective marketing strategy within their budget to reach as many people as possible was identified as a probable challenge.

He/she suggested the importance of bringing in donations and awareness by the community. It can increase the reach using social media and other digital media to ensure that parents and their children are informed about programs offered and their benefits.

Survey 10. Significance of an Effective Marketing Strategy to Youth Service Center in Southwest State

This respondent pointed out the current marketing strategy should be prioritizing familiarizing their program. Social Media, putting paid advertising on the specific programming and posting daily on the Facebook, Instagram, and Twitter is a good option. To increase awareness among parents to allow their children to participate in programs offered by Youth Service Center in Southwest State.

Survey 11. Benefits of an Effective Marketing Strategy to Youth Service Center in Southwest State

This respondent pointed out COVID 19, economy, socio-economic strife and personality conflicts between our upper leadership and other leaders in the community. They claimed pricing and the level of skill development as some of the main challenges. To increase awareness among parents to allow their children to participate in programs offered by Youth Service Center in Southwest State.

Survey 12. Solution and Strategies for Addressing Challenges in Marketing Strategy: Online Advertising and Donations

This respondent pointed out more exposure through social media, TV commercials, and video presentations, use of brochures, testimonials, and advertising boards. Target advertising on social media specific to the age, location, and sport would enhance the effectiveness of Youth Service Center in Southwest State PR initiatives in the El Paso community.

Survey 13. Perception of the Ideal Marketing Strategy

This respondent pointed out created awareness to the point where unknown donors would come forward without being contacted. Youth Service Center in Southwest State needs to increase its reach using social media and other digital media to ensure that parents and their children are informed about programs offered and their benefits.

Marketing strategies mentioned included word of mouth, local media, and ad campaigns on TV/videos on FB.

Survey 14. Significance of an Effective Marketing Strategy to Youth Service Center in Southwest State

This respondent pointed out social media, putting paid advertising on the specific programming and posting daily on the Facebook, Instagram, and Twitter. Pricing and the level of skill development are some of the main challenges. Continued exposure to the organization in the community is a must.

Survey 15. Challenges of the Current Marketing Strategy: Cash, Workforce, and Expertise

This respondent pointed out a need to increase its reach, using social media and other digital media to ensure that parents and their children are informed about programs offered and their benefits. The focus should be on increasing awareness among the target demographic using bolder, more emotional, and more consistent messages. Cash inadequacy, workforce shortage, and lack of expertise as the key challenges of the Youth Service Center in Southwest State current marketing strategy in their quest to reach out to all the young people with potential talent.

Out of the 15 questionnaires returned, there was a reported 100 % completion rate. The participation rate is also recorded as 62.5% and the questionnaires were completed in 45.39 minutes, on average. Out of all organizations, 61 viewed the questionnaire and 15 completed them. The *Graph 1: Opinions from nonprofit organizations as to whether they have a marketing strategy* below displays this information in a summary form.

Even though social media has been the major marketing source for nonprofit organizations for quite a long time, online marketing strategies and allied techniques have lately become emerging trends. The responses collected from the research participants revealed that they would like to see Youth Service Center in Southwest State embrace online advertising. The participants highlighted this with examples of some of the biggest technology giants offering online and social media advertising, i.e., Google and Twitter. Numerous major conclusions were observed from the experiment, both confirming and challenging previous studies. Unlike many other analyses, the research attaches great importance to marketing techniques from the standpoint of nonprofit organizations, instead of from the position of for-profit businesses. This offers a unique look inside the world of a nonprofit organization. When prompted about constraints to their institution's marketing initiatives, the participants almost uniformly responded with the same three words: cash, workforce, and expertise. Nevertheless, the findings revealed several potential roadblocks for Youth Service Center in Southwest State marketing strategy.

Marketing Definition

Of the overall responses, 62.5% said that marketing was vital to their business. The thing to note here was that most of them were frequently unsure exactly what this entailed. Advertising was commonly associated with campaigning or support development, not just with consumer or voluntary engagement. Furthermore, 44.4 % of the participants said they did not have a unique selling point in mind for public donations. Youth Service Center in Southwest State targeted top executives' associates, donors who had already contributed, and procured listings if the nonprofit had the financial resources. Nonprofit organizations understand the importance of marketing, although they don't always know how to go ahead and promote themselves. Furthermore, 55.8% of the participants in the research did not know the difference between advertising, corporate communications, and funding.

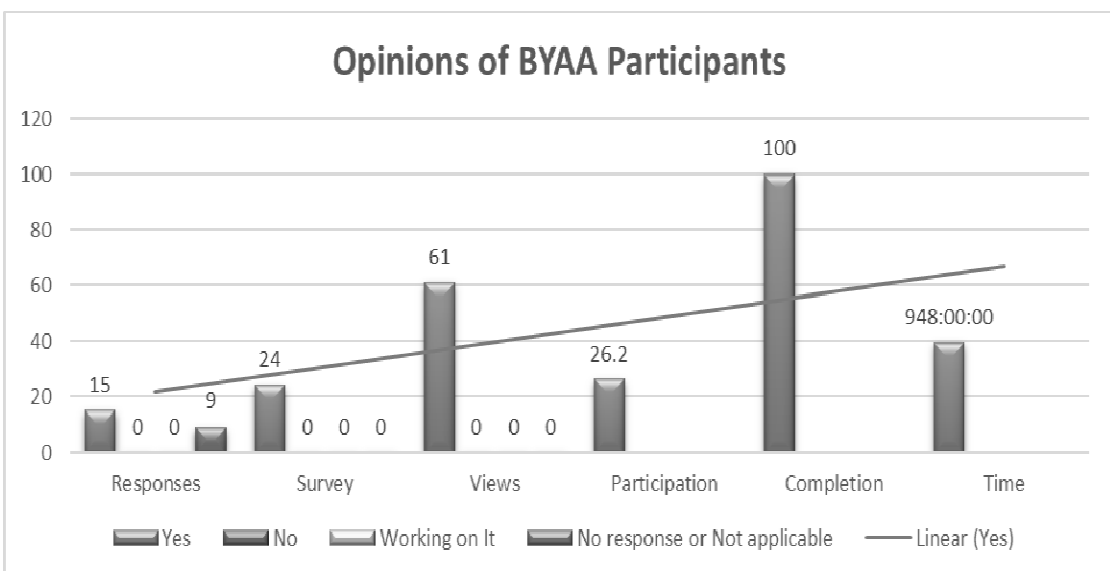
Almost a quarter (23.4%) of the participant's said marketing was just marginally essential or not significant to their organization. There were no apparent patterns or tendencies among the responses, according to the researchers. Only about half of those who responded to the survey (55.1%), represented political, academic, or social protection nonprofits, while the remaining 45% covered a wide variety of causes and represented a different interest base. Additionally, service charges or even the distribution of merchandise were the primary sources of revenue for 48.2% of these participants, while 51.8% received money from a wide range of sources.

A total of 62.5% of respondents did not seem to have a marketing strategy (Graph 1 below). In fact, only five said they had one in place, two said they were developing a

single strategy, and two said they did not know anything about it. Although not all the people who were asked at the Youth Service Center in Southwest State organizations that thought marketing was essential had promotional strategies in place, they were considerably more likely than those to have explicitly stated strategic marketing objectives.

Figure 2

Opinions from Nonprofit Organizations as to Whether They Have a Marketing Strategy



Fifteen of the respondents stated that they did not engage in marketing strategies or were ineligible to answer the questionnaire (whether on paper, via email, or by telephone). Across the entire category, 58.8% said they did not perform “campaigning” or communicate with contributors in any way, while 23.5% said they did not use advertising at all. Among the “no campaigning” participants were a fraternity, vocational union, condominium association, charitable foundation, and nonprofits financed solely by

the community. Among the no brand management responders were a quasi-paid, all charitable lake-beautification organization, nongovernmental or nonprofit organizations that rely exclusively on recommendations from friends, and a nonprofit organization that communicates only through local media. Three participants (17.6%) said they either had no time or the resources to complete the questionnaire; three more said that the questionnaire was not relevant to them, thus they would not attempt to answer it. One nonprofit organization was unresponsive and expected to cease business within a few months, and another participant said that they had misplaced the questionnaire and had no internet connectivity to access it.

Inadequacy of Resources

Among the hurdles a nonprofit organization faces in marketing itself, the lack of personnel, availability to work, funds, clear branding strategy, and a general understanding of what to do were highlighted by the correspondents. Shortage of funds was perhaps the most common cause of marketing challenges (36%), followed by a shortage of personnel (30.4%), insufficient time (12%), poor marketing skills and knowledge (11.3%), and even a lack of awareness (10.3%). Notably, two participants stated that they could not spend as much money on branding as they wished since donors stipulated that fund should be used for other purposes. One participant said that it was difficult to persuade the public and prospective benefactors to the company about the relevance of marketing.

Another participant talked about how difficult it had been to persuade their governing board to recognize the value of marketing and provide finance for it in the

operating budget. At times, nonprofits tend to complicate things by adding in unnecessary workload. Several participants said it was difficult to discuss many diverse requirements. Media techniques have been successfully deployed by the private sector and that helps in increasing the performance of an organization. Netizens are a considerable resource of potential revenue. With online businesses gaining increasing prominence on social networking sites, similar tactics are also becoming extremely important for nongovernmental organizations. Nonprofits can leverage their monetary and nonmonetary resources to meet Youth Service Center in Southwest State's marketing strategy in its entirety.

Internet availability, brand recognition, and online marketing are becoming crucial resources for connecting people in for-profit corporations. In the *Harvard Business Review*, 78% of nonprofit companies use social media. The degree of social interaction with the wider public, reportedly amounting to 1 billion monthly active social media users and 540 million Twitter posts, has a significant impact on how corporations structure their marketing techniques.

Target Markets That Are Not Clearly Defined.

An additional challenge that makes the marketing activities of nonprofit organizations less practical is the unavailability of diverse consumer marketing strategies in nonprofit organizations. When questioned about competition, 62.5% of participants named their significant competitors (for goods or services). Still, almost every nonprofit organization was listed as a variable competitor (for funding). Surprisingly, just 44.9% of participants recognized direct competition; those that did not highlight on their service's

distinctiveness or collaborative approach, rather than competitiveness. Accountability is an essential task in all these interactions. Just like accountability, interdependence is a crucial feature in commercialization and manipulative psychology. Nonprofit organizations need to be aware of this statement to be awarded. By giving prior notice, institutions can increase the effectiveness of technical and operational support. This implies that nonprofit organizations would frequently have to provide their audiences with knowledge, opportunities to participate, gestures of appreciation that would immediately follow their requests for campaign contributions, and product marketing for their audience service providers. Nonprofit organizations can also use social evidence.

Together, this falls within the same classification as the shortage of resources mentioned above and the related consequences of this. Nonprofit organizations should not ignore the importance of participants who can encourage others to participate in their online communities with products and services. This is because the approval of individuals promotes additional evidence of the organization's credibility and tends to increase connections, in turn bringing charitable contributions or exchanging information. Nonprofit organizations must do much more than voice their appreciation to their audiences; they must demonstrate their significance by answering constructive criticism to reassure their audience of their policies. Nonprofits must be aware of their public responses and review how these are used on their social channels. Such interactions enable them to better leverage the public's human capital to promote public service. Nonprofit organizations can help to improve significant problems across different sectors, by efficiently and constructively participating in digital marketing. Through it, they can

adequately inform not only their marketing strategy but also help Youth Service Center in Southwest State develop funds, programs, and services.

Participants are Not Solicited for Marketing

More than fifteen out of twenty-four (62.5%) Youth Service Center in Southwest State nonprofit organizations and 15 of the participants said their nonprofits used volunteering in a specific capacity. The structure of their institution was a critical factor for those organizations that could not use volunteers for reasons such as information sensitivity and the type and size of their organization. Although none of the participants said they had problems obtaining volunteers, there was significant ambiguity over how often or even how much the staff members performed for the organizations. Furthermore, hardly any of the responders had a marketing strategy for recruiting and retaining volunteers. All nonprofits that rely on employees stated that they have a volunteer committee.

Nevertheless, several nonprofits believed that specific skill sets such as marketing were missing from their organizations. While most of the respondents appreciated their organizations' efforts, three asked our researcher whether they would be interested in joining their organization's executive committee (Axelrad, 2021). Nonprofit organizations must stress reciprocal communication to support partnerships and involvement with new and innovative connections, and they must provide material on a consistent schedule using their participants and volunteers to be successful. They must do more than provide the material; they also should handle criticism, suggestions, and queries from participants of respective online communities promptly. Responding to and

commenting on developments in their profession and about current affairs influencing their profession and the broader population is also essential.

Nonprofit organizations can be key players in virtual conversations that build links to other institutions, groups, and lobbying organizations. These would not have otherwise been acquired through established relationships with partners and other volunteers, promotions, and face-to-face interaction by stressing multidirectional patterns of discourse. Nonprofit organizations can interact with personalities and the extended connections of customers and partners through dedicated involvement in community forums. This will not only result in promoting a better perception but will also help in involving potential allies of the institution's objectives. Very little has been published about what tends to encourage or change voluntary behavior for these nonprofits. Very little has been published about what tends to encourage or change voluntary behavior for these nonprofits. Although many nonprofits need volunteers to survive, most of these organizations do not recognize voluntary enrollment and managerial staff as part of their marketing function. These institutions, therefore, frequently struggle to enlist and keep vital volunteers.

Unwillingness to Take Advantage of Digital Marketing

62.5% of participants of the study had websites for Youth Service Center in Southwest State, but none of them made full use of these. Although all participants expressed a desire for online ordering capabilities, only nine had implemented these at the time of this research, and five of these were national nonprofits. As previously stated, most participants still only used their websites for one-way interaction. At the same time,

they would offer information either through a live correlation on the webpage or through email. Nonprofit organizations must tell their stories through emotionally appealing material and get their message across to the public. Themes relating to health, emergency, and appeal are topics that emotionally appeal to the public the most. Digital tools such as images and data infographics, which convey a narrative faster and maybe even more accurately than printed language, can be used very efficiently. These aids can be visually attractive, accommodate the focus of different viewers, and lure them to become more involved.

Highlighting volunteers, and how these have significantly influenced a nonprofit's operations, should be a crucial component of the message conveyed. This helps audiences associate with and mimic the contributing patterns that the nonprofit organization intends to evoke. In addition, social media platforms should be used to increase contributing habits and response reactions, which should be tracked and studied. A common and crucial quality of nonprofits that consistently use social networking sites is how they follow these strategies. Organizations that know who they should be communicating with and personalize their material to achieve this best allows the establishment of partnerships and promotes involvement (Asencio, 2015) This activity involves researching social networking sites and highlighting critical audience segments and their components. The information that a nonprofit organization distributes through social media networks should be tailored to its intended audiences and should target the desired audience on an emotional level.

Poor Marketing Awareness

Furthermore, participants working for small, local nonprofit organizations expressed anxiety about their marketing awareness. Despite numerous attempts, one participant indicated that their nonprofit organization could not engage people in specific ethnic or economic groups. On the other hand, 50.7 per cent of the questionnaire respondents said they seemed to have no difficulty in engaging the customers. According to one participant, their organization's objective was to inform diverse groups within the local social structure about its mission, and difficulty in accessing other groups was presumably due to conflicting perspectives and changing expectations toward the resources delivered. Youth Service Center in Southwest State has been here for ten years; individuals (even now) do not even know who we are, said another participant. Smaller nonprofits continue to struggle to gain a reputation in the market, mainly due to insufficient funding or even an inability to understand how to engage their target audience.

According to Barnes (2010), stated 2000 through 2009, all of the top 200 U.S. charitable organizations used various marketing awareness campaigns. Mimetic isomorphism might also have significantly affected this. Mimetics are defined as nonprofit organizations using tools and methodologies that are already in use by commercial enterprises. Some others optimize performance organizations, which could also occur in conditions of demographic and technological unpredictability. For good or for worse, profiteering and efforts to maintain legitimacy and competitive advantage are becoming central to the strategies of nonprofit organizations. According to Goulding, C.

(2005) it seems to come to a consensus that a new generation of customers will necessarily involve the accessibility of nonprofit establishments to other product lines in the same manner. Retiring baby boomers and different generations' predisposition towards modern communications are the main drivers of nonprofit organizations. It is a fundamental problem for companies to continue to stay competitive in the modern age to adapt to the logistical inclinations of the public. Therefore, nonprofit institutions must understand the brand awareness marketing programs and strategies that can be effectively implemented and evaluated to satisfy the requirements of both the organizations and their interested parties. Ultimately, strong brands tend to generate customer allegiance for repeated business, partly because of the consumer's predisposition to using familiar brand names. Ineffective brand names without instantaneous consumer recognition are not given the same visual designation and thus are not purchased repeatedly.

Results

This project conducted the marketing efforts of Youth Service Center in Southwest State, a Texas nonprofit-organization. Prior literature has customized financial gain models for nonprofits and found those speculations did not satisfy the requirements of those nonprofit organizations. Survey Hero collected data, including discrepant case/nonconforming data, indicating that Youth Service Center in Southwest State has three new employees who know little about the company, so they ended up avoiding the questions altogether (four, five, six, seven, and eight) detailing with marketing stargate in the organization.

This research describes the first phase of implementing a new nonprofit marketing technique that does not change traditional marketing theories and models of financial gain. It also suggests numerous marketing and management problems for nonprofits, forming a framework that creates a controversial concept of nonprofit brand management. The discrepant case is nonprofits' struggle with inadequate knowledge about marketing's role, marketing problems, and the failure to reach all the market segments. In this study, I examine these issues more thoroughly to build responsive marketing techniques addressing Youth Service Center in Southwest State s requirements. Nonprofits like Youth Service Center in Southwest State must reassess the popularity of their products and make them more relevant to their employees and the organizational chain of command. Furthermore, the nonprofits must promote their management board, place promotional activities on an appropriation bill, and use existing resources through regional research universities and nonprofit services. Marketing should be part of the appropriation bill. This will enable nonprofits to recognize the advancement of brands and shortcomings in all the relevant industry categories, acquiring financial support, reach a wide range of users, and understand their volunteers comprehensive.

Figure 3*Results from Website*

Technique	Audience	Traffic tools	Focus	Conversion measurement	Timing
YOUTH SERVICE CENTER IN SOUTHWEST STATE webpage	All	Events	All	70%	Annual
Google	All	Social website	All	67%	Weekly
Facebook	All	Social website	All	40%	Daily
Google Plus	All	Social website	All	46%	Daily
Display ads	All	Networking website	Outside marketing	45%	Monthly
Mail marketing	All	Social website	Organizational marketing	72%	Daily

Data Analysis

Because no prior marketing theory for Youth Service Center in Southwest State nonprofit organization has been developed, the researcher selected Survey Hero software to perform the coding and gather descriptive data for this research. Grounded theory was chosen since it is based on the statements and behavior of those people who are directly included in the study (Goulding, 2005). Using Survey Hero software constitutes an approach which supports scientists in carrying out natural inferences and thoughtful analysis transformation (Goulding, 2005). Indeed, Survey Hero software is used to gather and process empirical materials to build a mid-range conceptual point to demonstrate gathered empirical materials, with the basic forms founding the school (Goulding, 2005). The statistical techniques or descriptions of the respondents do not constrain them to multiple data categories. Survey Hero software chose grounded theory because it allows researcher to gather information via survey collection techniques (i.e., questionnaires). The reason for choosing questionnaires is their suitability for social marketing research findings.

In 2021, The researcher went ahead and prepared a marketing survey for Youth Service Center in Southwest State nonprofit organizations using the software Survey Hero. The survey would use open-ended questions about existing marketing strategies through volunteer groups about areas in which their marketing needs to improve. Using Survey Hero, the questionnaire was completed with 15 responses to each question. Subsequently, the survey selected the response that solved the problem in the Youth Service Center in Southwest State nonprofit organization. The questionnaire consisted of

stratified random samples from Youth Service Center in Southwest State nonprofit organizations in Texas. From these responses, the researcher analyzed patterns of information and themes and recorded the performance of the answer from the survey. The 15 responses indicated that market research had only been moderately crucial or not significant for Youth Service Center in Southwest State nonprofit organizations since they did not do advertising campaigns. Along with these respondents, a survey questionnaire was also presented to the managers of the organization as well as the directors. These people were asked the same questions, but they had extensive answers for them. The chain-referral method was incorporated in the study to find further survey sessions (62.5%); 15 of the 24 employees at the Youth Service Center in Southwest State a nonprofit organizations consented to take part. All questionnaires were administered on a shared sheet, though nine of the twenty-four participants were unavailable due to technical difficulties.

In the data collection process, there were discrepant cases/nonconforming data. These were the new employees that know didn't know much about the organization's marketing strategies. So, these three people avoided answering the questions altogether (four, five, six, seven, and eight). The issue affects the entire process because the organization's lack of knowledge is a setback that affects operational efficiency. The inability of these three individuals in answering the questions affected the research quality. If they knew the organization, they could have provided an operational framework that could affect the effectiveness of the company operations that would be important for this research. For new personnel that join the organization, leadership must

have a plan to provide training to them about the organization's history. This will acquaint them with the working of the organization, and they will know what actions are preferable under what circumstances and situations. They will gain vast knowledge about the company. The leadership needs to invest in the initiative to generate more information that is important for the research to adapt, which is a positive factor that needs to be sufficiently utilized and put in place.

Findings and Implications

Nonprofit organizations should spend time and resources on marketing strategies, just as their for-profit partners would. The findings showed that social media advertising and word of mouth were the preferred marketing strategies. Social media, paid advertise, and post daily on Facebook, Instagram, and Twitter should be the focus of Youth Service Center in Southwest State marketing strategy. Pricing and the level of skill development were some of the challenges identified. The recommended description was that all Youth Service Center in Southwest State social media platforms should be used to create awareness and promote marketing programs. However, nonprofit organizations should first fully comprehend the importance of market research and why merchandising is essential for all dimensions of their administration. They must recognize the value of marketing. Sadly, marketing is not part of the crowdfunding efforts of these organizations, but it is part of the engagement of multi-sector customers and volunteer organizations. More training to acknowledge intended marketing and advertising at the nonprofit organization stage of development is certainly possible, so these institutions attract new customers, more coherent benefactors, and funding partners. Nonprofit

organizations can take a few other immediate measures to identify this need for further marketing management. Such as, organizing and implementing pricing, campaign, and circulation of ideas, merchandise, and service produce a discussion that satisfies the individual and organizational goal.

As nonprofits almost always have little or no marketing expertise, the board members could perhaps confront this problem throughout the organization. This practice introduces more marketing strategies to ensure that the organization is in a better position. Marketing strategies ensure that positive promotional measures are introduced and reflected on. The interest is in ensuring that the organization has more utility in adopting positive strategies for efficiency.

Board members typically have a genuine enthusiasm for the mission of their nonprofit organizations, as do volunteer groups. This is especially true for smaller nonprofit organizations, where board members are often excited to support the activities and assignments of employees with unique or special skills. While passion for the organization's cause is essential, it does not replace effective operations.

Make a Nonprofit Marketing Plan

1. Goals- What you need to accomplish to make marketing successful. How can marketing best contribute to achieving organizational goals?
2. Benchmark and Measures- what are 3-5 concrete, specific and measurable steps to help you in achieving your marketing goals? How do you measure your progress?
3. Situation Analysis-What type of environment are you working in? It also includes a marketing audit.

4. Target Audiences- Who are the 1-3 top audience you need to engage? What are the behaviors and predilections of each group described in persons?
5. Call to Action- What do you need your target audience to do? Be specific!
6. Pursue Volunteers- Volunteers are your champions; they become peer-to-peer fundraisers, and they become donors.
7. Form Partnerships- Look at ways to work with people or organizations in the community that are in sync with the Youth Service Center in Southwest State mission.

Participants are indeed crucial for the successful long-term operational activities of so many nonprofit organizations. The biggest mistake most organizations make is to focus on obtaining volunteers. In the race of getting greater number of volunteers, they don't see if they are suitable for the organization or not. This research demonstrates the inclination of nonprofit organizations to recruit and keep genuinely enthusiastic volunteers. If you do not know the appropriate needs to pay, whether through gratification or other material gains, a volunteer's enthusiasm could be indeed excellent. The nonprofit segment also needs to tackle the voluntary motivational factors of nongovernmental organizations, specifically and globally.

Notwithstanding, the appropriate organizer in the accurate institutions is often very challenging to find for something like achieving the organizational objectives. Youth Service Center in Southwest State needs to dissonant someone to train, coach, or teach the marketing information; at this point, Youth Service Center in Southwest State doesn't have anyone.

Donors are needed for the successful and long-term activities of nonprofit organizations. It often gets very challenging to find the appropriate donors. There are some fool-proof practices for finding donors who love your nonprofit's work and want to see you succeed. The prosperous and long-term activities of several nonprofit organizations include donors, volunteers in the community, Churches, Schools, Clubs (yoga, hiking, chesses, etc...), and Vendors. This research identifies the desire of Youth Service Center in Southwest State nonprofit organizations to recruit and maintain enthusiastic volunteers, but sometimes this is not enough. More volunteers and employees are needed to make the operations of Youth Service Center in Southwest State more effective. Suppose a voluntary worker is not given the right amount of increase, whether, for consciousness or some other component advantage, their enthusiasm for the role might decrease because of demotivation.

Positive social change results in return-on-investment modelling techniques necessary for each institution but wholly inadequate to investigate organizations standards. The existing literature significantly emphasizes larger private corporate entities and extensive domestic and regional nongovernmental organizations, as well as the subjects of public relations, brand management, funding, and the nonprofit service industry's lack of collaboration and shared understanding. This deficiency in multidisciplinary research creates strengths where every field investigation with segregated interpretations and ungeneralizable rewards in experience, understanding, and methodological approaches.

Recommendations

This research assesses some of the consequences Youth Service Center in Southwest State nonprofit organizations in Texas besides marketing techniques in terms of a positive social change. The research aims to design new nonprofit marketing techniques that change current marketing theories and models for financial gain in terms of positive social change. This would be positive progress that is focused on the social change that the organizations would bring. Earlier studies have only adjusted established nonprofit organizations' earnings philosophies and found that such speculation is not suited to the requirements of nonprofit organizations.

Positive social change would ensure that Youth Service Center in Southwest State increases visibility to allow the El Paso community's Texas interests and involvement in the nonprofit organization. It needs to connect with other audiences who might not be aware of Youth Service Center in Southwest State programs and services to create positive social change. Furthermore, a great way to do this is to partner with other organizations to appeal to the El Paso community. Establishing a partnership will get the company's programs and other services engaged by new people in the community. This will increase the exposure and spread the word about Youth Service Center in Southwest State in a larger community. By interacting with sports teams, schools, recreation centers, restaurants, churches, they will get more exposure.

For example, collaborating with any community-based organizations, for instance, ask for the assistance of a fragment of a day's proceeds to your organization.

Partner with the organization you promote the event in the community, and make sure your show up and support.

Nonprofit organizations must review the importance of marketing and raise the priority of this within their organizational hierarchy structures. Youth Service Center in Southwest State should include promotional activities as a nonprofit organization, with its Board of Directors putting advertising campaigns on the operating budget. They should go ahead and allocate a separate resource base for their programs across local educational institutions and other nonprofit organizations in the community.

This is a recommended solution because promotion is an integral part of the marketing strategy that will lead to more donors and volunteers. The solution is focused on understanding the necessity of marketing and ensuring that an appropriate marketing strategy is adopted. This will enable Youth Service Center in Southwest State to confront and recognize marketing strategies and any shortcomings of each nonprofit in the three areas of sponsorship, attempting to reach diverse customers, and the effective use of supporters.

Active involvement of the residents of underprivileged districts who are beneficiaries of a nonprofit's initiatives and activities enables participants to influence how systems are created and facilitate the prospective relationship between society and nonprofit organizations. Nonprofit organizations can find the right balance by involving leadership in financing aspirations, and societal values. This systematic decision can be critical for nonprofit organizations that serve economic and cultural societies. This proactive sourcing can be essential to nonprofit organizations that serve economic and cultural

societies. Local councils can be set up to provide essential advice for an organization's activities concerning the needs of society and help charitable organization's management to better understand how well the community at large engages. Designing and implementing a comprehensive marketing strategy to incorporate community advisers and highlight their role can build the confidence and feeling of board members of Youth Service Center in Southwest State and the community.

Nonprofit organizations have a chance to discuss the mutually advantageous connection between companies. Through transparency, donors can see what is being gained from their encounters and contribute to a purpose they take responsibility for. In that case, this is significant, when donors face contending life requirements that restrict their community service accessibility. Nonprofits can significantly increase their use of volunteer groups through an understanding of the assets and the construction of voluntary tasks around them. These strategies can help to engage donors and to build trust among minority populations. For instance, an institution representing a poor immigrant community could involve volunteer groups by developing communication techniques that would appeal to them (Schusterschitz et al., 2014). In addition, voluntary efforts can create an environment that welcomes the participation of donors. For marginalized groups, this is particularly important. Encouraging a community outreach environment that gives these groups a purpose can instill a sense of commitment among volunteers. Eventually, the developmental disabilities of volunteer groups as they correspond to their capacity to volunteer are essential to understand and satisfy (e.g., meals, bus pass). For

disadvantaged people, it is essential to try to meet the quantifiable requirements of volunteer groups.

Surveys are a suitable approach for collecting a large amount of data from many respondents quickly. The researcher distributed questionnaires to roughly 24 participants who worked or were associated with Youth Service Center in Southwest State, a nonprofit organization in El Paso, Texas. The process included producing printouts of the survey page, producing a cover letter, emailing, and delivering the survey.

This research has three significant limitations. The study only included a limited number of people who responded. The second problem is that data gathering was only limited to surveys. Pairing it with other techniques could have been beneficial. Examining paperwork such as funding submissions, for example, could provide a better grasp of organizational structures and the roles of different members. In this study, I could monitor a participant's regular day or engage online while they complete the survey to gather information.

The third barrier is that the researcher's key challenge is to get the nine participants to complete the survey in time the two-week cut-off day, 30–40-minute time-limited to take the survey and disciplines could yield more information.

It is recommended that any researcher conducting similar research would go beyond Youth Service Center in Southwest State nonprofit organizations. In this study, I managed to arrive at findings and recommendations that would be applicable in reaching out to the El Paso community at large.

The survey initially identifies the contextual factors and mechanisms regularly associated with practical and cost-effective public involvement in research. While recognizing the limitations and analysis, the project believes this is a revised theory for public participation in research.

The original research emphasized the desire to include survey involving young people and families with children in the research process. The parents of young children under seventeen years old and involving 'older' young age group 18- to 25 years old.

Section 5: Dissemination Plan

Dissemination Plan

In this study, I ensure that the findings reach the target audience which is scholars, donors, nonprofit organizations, and the government. I tend to use an oral presentation online and at El Paso Border Youth Athletic Association.

Through this study, I will show that the oral presentation will outline the primary method used for data collection, analysis and discuss the key findings of the survey. For

the scientific community interested in learning about nonprofit organizations such as Youth Service Center in Southwest State, I will present the research findings and those will be published. Besides increasing their visibility among donors and in the community, the focus on marketing techniques will bring social change.

In this study, the oral presentation which caters to the nonprofit community, funders, government, and related organizations, will aim to do the following: (a) outline the issue, the scale of the reach to wider audiences, and the potential options for nonprofits and their stakeholders; (b) emphasize the role of the most effective marketing plan, paid advertisements, and the need for daily social media posts; (c) offer a blueprint on how to properly invite volunteers, the marketing techniques needed to effect social change, and what measure board members need to take to grow successful organizations; and (d) cover the value of marketing, the expertise needed to do so, and the appropriate methods that can help nonprofits prepare for crowdfunding to enhance sustainable social change.

The oral presentation will play a major role in bringing awareness to the research findings. This will enable the community to understand not only the different techniques nonprofits such as Youth Service Center in Southwest State use to market themselves but also the importance of digital platforms such as Instagram, Twitter, and Facebook in enhancing organizational funding via promotions. Moreover, the presentation can prompt a discussion of the market research and the merchandising of nonprofits in readiness for social change.

Audience and Venues

The audience will include higher education institutions, communities in Texas, and other nonprofit organizations within and beyond El Paso. Higher education institutions can use the research findings in their curriculum to teach the role of social media in marketing nonprofits. The academic community must understand that social media, paid advertisements and regular engagement on digital platforms are integral elements in marketing nonprofits for social change. Additionally, the communities in Texas can embrace the efforts of these nonprofit organizations. Evidence shows the value of creating awareness and promoting social change programs beyond TV, print, or radio. Conversely, nonprofit organizations can embrace digital marketing options to reduce their reliance on paid advertising on mainstream media. The findings can be used by institutions to embrace market research and merchandising as critical elements of their administration and by Youth Service Center in Southwest State to boost engagement with their customers and volunteers.

The appropriate venues for presenting the findings include lecture halls, community halls, and video-conference platforms. For students and scholars in higher education institutions, the result showed lecture hall will facilitate the presentation and engagement with the research findings. In this study, I conducted a survey that will cover the key areas regarding marketing and preparing nonprofits for social change and offering training for the relevant expertise. For the community members benefiting from Youth Service Center in Southwest State and other organizations that promote their operation on paid advertising platforms and social media for sustainable social change, when

providing a community hall will expedite access. To present the findings to nonprofit organizations, video conferencing platforms such as Zoom will be ideal. Invitation links will be sent to El Paso's nonprofit communities and the open link will be posted on social media platforms. This will help nonprofits understand the value of investing in social media, merchandise, paid advertisements, and enhancing expertise to increase funding as well as volunteers.

Summary

The internet and the growing digital marketing economy have revolutionized how nonprofit organizations market themselves in front of volunteers, donors, and customers. To bring more awareness to their focus on social change and establish a strong presence, adopting the new digital marketing options is paramount for nonprofit organizations.

For organizations that seek qualified volunteers as well as penetration into the communities needing social change, social media platforms such as Twitter, Facebook, and Instagram offer viable social proof and presence. Defining a target audience through these platforms and using paid advertising options such as TV can boost not only volunteer recruitment but also retention. This, along with using other imperative digital tools such as images, data infographics, and stories, can endear the nonprofits to vital volunteers, enhance allegiance, promote donor recognition, and boost their brand in the competitive market. Furthermore, to increase traffic and convert audiences into reliable partners, webpages, display ads, and mail marketing are viable options.

These awareness campaigns demand proper pricing, effective strategies, and the circulation of promising ideas for social change at not only the individual but also at the

communal level. Moreover, besides singling out the audience for involvement or partnerships, the exploitation of social media marketing necessitates the personalization of the marketing material and branding. Therefore, an organization's digital marketing strategy should include content that resonates with donor messages and the aspirations of individuals or communities. Considering this, proper marketing research and merchandising can complement the benefits offered by digital platforms to nonprofits such as Youth Service Center in Southwest State that adopt different marketing strategies to increase their awareness and establish their presence in the community.

References

- Alasuutari, P., Bickman, L., & Brannen, J. (2008). *The SAGE handbook of social research methods*. SAGE Publications. <https://doi.org/10.4135/9781446212165>
- Álvarez-González, L. I., García-Rodríguez, N., Rey-García, M., & Sanzo-Perez, M. J. (2017). Business-non-profit partnerships as a driver of internal marketing in on-profit organizations. Consequences for non-profit performance and moderators. *BRQ Business Research Quarterly*, 20(2), 112–123 <https://doi.org/10.1016/j.brq.2017.01.001>
- Amagoh, F. (2015). Improving the credibility and effectiveness of non-governmental *and Management*, 1(3), 93–102. <https://doi.org/10.3126/ijssm.v1i3.10542>
- Androutsopoulos, J. (2017). Online Data Collection. *Data Collection in Sociolinguistics*, 233–244. <https://doi.org/10.4324/9781315535258-47>. Androutsopoulos, J. (2017). Online Data Collection. *Data Collection in Sociolinguistics*, 233–244. <https://doi.org/10.4324/9781315535258-47>
- Androutsopoulos, J. (2017). Online Data Collection. *Data Collection in Sociolinguistics*, 233–244. <https://doi.org/10.4324/9781315535258-47>
- Ang, L. (2021). *Principles of Integrated Marketing Communications*. Cambridge University Press.
- Bazeley, P. (2013). *Qualitative data analysis: Practical strategies*. [This source requires a publisher.]
- Bickman, L., & Rog, D. (2009). *The SAGE handbook of applied social research methods*. SAGE Publications. <http://doi.org/10.4135/9781483348858>

- Bolarinwa, O.K. (2021). Principles and Methods of Validity and Reliability Testing of Questionnaires used in Social and Health Science Researches. *Nigerian Postgraduate Medical Journal*, 22(2015): 195–201. <https://doi.org/10.4103/1117-1936.173959>
- Brannen, J. (2017). Combining qualitative and quantitative approaches: An overview. *Mixing Methods: Qualitative and Quantitative Research*, 3-37. <https://doi.org/10.4324/9781315248813-1>
- Bridwell-Mitchell, E. N., & Mezas, S. J. (2012). The quest for cognitive legitimacy: Organizational identity crafting and internal stakeholder support. *Journal of Change Management*, 12(2), 189–207. <https://doi.org/10.1080/14697017.2011.645053>
- C., A. (2021, May 24). *Nonprofits Are Messy: Lessons in Leadership | Fundraising | Board* <https://www.maximizesocialbusiness.Com>. Retrieved August 27, 2021, from <https://podcastaddict.com/podcast/2392863>.
- Cao, Z., & Yan, R. (2017). Does brand partnership create a happy marriage? The role of brand value on brand alliance outcomes of partners. *Industrial Marketing Management*, 67, 148–157. <https://doi.org/10.1016/j.indmarman.2017.09.013>
- Duong, H. T. (2017). Fourth generation NGOs: Communication strategies in social campaigning and resource mobilization. *Journal of Non-profit & Public Sector Marketing*, 29(2), 119–147. <https://doi.org/10.1080/10495142.2017.1293583>
- El Paso Border Youth Athletic Association. (n.d.). <https://borderyouth.org>

- Goulding, C. (2005). Grounded theory, ethnography, and phenomenology. *European Journal of Marketing*, 39(3), 294–308.
<https://doi.org/10.1108/03090560510581782>
- Hugo, A. (2015). *Cases on Strategic Social Media Utilization in the Nonprofit Sector*. IGI Global.
- Kestane, S. Ünal. (2014). Marketing and Communication Problems and Proposed Solutions for the Turkish Women’s N.G.O. Sector. *International Journal of Social Sciences and Management*, 1(3), 93–102.
<https://doi.org/10.3126/ijssm.v1i3.10542>
- Kotler, P. (2019). The market for transformation. *Journal of Marketing Management*, 35(5–6), 407–409. <https://doi.org/10.1080/0267257x.2019.1585713>
- Maktoufi, R., O’Connor, A., & Shumate, M. (2020). Does the CSR message matter? Untangling the relationship between corporate–non-profit partnerships, created fit messages, and activist evaluations. *Management Communication Quarterly*, 34(2), 188–212. <https://doi.org/10.1177/0893318919897059>
- N., B. (2010). *Nonprofit Organizations and the Utilization of Social Media* www.umassd.edu/cmr/Studiesandresearch/. Retrieved August 27, 2021, from <https://scholarworks.gvsu.edu/cgi/viewcontent.cgi?article=1051&context=sphareview>.

- Nxumalo, N., Goudge, J., & Thomas, L. (2013). Outreach services to improve access to health care in South Africa: Lessons from three community health worker programmers. *Global Health Action*, 6(1), 19283.
<https://doi.org/10.3402/gha.v6i0.19283>
- Percy, L. (2014). *Strategic integrated marketing communications*. Routledge.
<https://doi.org/10.4324/9780203553916>
- Rayne, D., Leckie, C., & McDonald, H. (2020). Productive partnerships? Driving consumer awareness to action in CSR partnerships. *Journal of Business Research*, 118, 49–57. <https://doi.org/10.1016/j.jbusres.2020.06.037>
- Riesch, S. K., Ngui, E. M., Ehlert, C., Miller, M. K., Cronk, C. A., Leuthner, S., Strehlow, M., Hewitt, J. B., & Durkin, M. S. (2013). Community outreach and engagement strategies from the Wisconsin study center of the national children's study. *Public Health Nursing*, 30(3), 254–265. <https://doi.org/10.1111/phn.12018>
- Rim, H., Yang, S.-U., & Lee, J. (2016). Strategic partnerships with non-profits in corporate social responsibility (CSR): The mediating role of perceived altruism and organizational identification. *Journal of Business Research*, 69(9), 3213–3219. <https://doi.org/10.1016/j.jbusres.2016.02.035>
- Sanzo, M. J., Álvarez, L. I., Rey, M., & García, N. (2014). Business–non-profit partnerships. *Non-profit and Voluntary Sector Quarterly*, 44(2), 379–400.
<https://doi.org/10.1177/0899764013517770>
- Sanzo, M. J., Álvarez, L. I., Rey, M., & García, N. (2015). Business–non-profit partnerships: A new form of collaboration in a corporate responsibility and social

innovation context. *Service Business*, 9(4), 611–636.

<https://doi.org/10.1007/s11628-014-0242-1>

Sanzo-Pérez, M. J., Rey-García, M., & Álvarez-González, L. I. (2017). The drivers of voluntary transparency in non-profits: Professionalization and partnerships with firms as determinants. *VOLUNTAS: International Journal of Voluntary and Non-profit Organizations*, 28(4), 1595–1621. <https://doi.org/10.1007/s11266-017-9882-9>

Schusterschitz, C., Flatscher-Thöni, M., Leiter-Scheiring, A. M., & Geser, W. (2014). Building a Committed Hospice Volunteer Workforce-Do Variables at the Experience Stage Matter? *Journal of Community & Applied Social Psychology*, 24(5), 422-438. <https://doi.org/10.1002/casp.2182>

Shumate, M., Hsieh, Y. P., & O'Connor, A. (2016). A non-profit perspective on business–non-profit partnerships: Extending the symbiotic sustainability model. *Business and Society*, 57(7), 1337–1373. <https://doi.org/10.1177/0007650316645051>

Simion, K. (2016). Qualitative and quantitative approaches to rule of law research. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.2817565>

Stern, M. J., Ardoin, N. M., & Powell, R. B. (2016). Exploring the effectiveness of outreach strategies in conservation projects: The case of the Audubon Toyota Together Green program. *Society & Natural Resources*, 30(1), 95–111. <https://doi.org/10.1080/08941920.2016.1164266>

- Stokes, P., & Wall, T. (2015) *Business briefings – Research methodology*. Palgrave Macmillan.
- Suchman, M. C. (1995). Managing legitimacy: Strategic and institutional approaches. *Academy of Management Review*, 20(3), 571–610. <https://doi.org/10.5465/amr.1995.9508080331>
- Taherdoost, H. (2016). Validity and Reliability of the Research Instrument; How to Test the Validation of a Questionnaire/Survey in a Research. *International Journal of Academic Research in Management*, 5(3): 28-36.
- Taherdoost, H. (2018). How to Design and Create an Effective Survey/Questionnaire, A Step-by-Step Guide. *International Journal of Academic Research in Management*, 5(4): 37-71.
- Tan, W. (2017). *Research methods*. World Scientific. <https://doi.org/10.1142/10699>
- Vaughan, B. (2018). *Global Governance Legitimacy & Legimations*. Scientific e-Resources.
- Venkatesh Aravindh, R., & Thirupathi, S. (2019). Data analysis in social sciences: Comparison between quantitative and qualitative research. *International Journal of Management Research and Social Science*, 6(1). <https://doi.org/10.30726/ijmrss/v6.i1.2019.61002>
- Vine, D. (2000). *Internet business intelligence: how to build a big company system on a small company budget*. Cyberage Books.

Appendix A Questionnaire for Survey

1. What is your opinion on the ideal marketing strategy for a nonprofit organization like Youth Service Center in Southwest State?

2. What would you say should be the focus of Youth Service Center in Southwest State current marketing strategy, given its business structure?

3. What are some of the challenges with the current marketing strategy that must be addressed for Youth Service Center in Southwest State to reach out to all young people with potential talent?

4. How would you best describe the current marketing practice used by Youth Service Center in Southwest State in El Paso?

5. Which marketing elements/practices/components would you change to enhance the effectiveness of Youth Service Center in Southwest State PR initiatives in the El Paso community?

6. Given the nonprofit nature of Youth Service Center in Southwest State, do you believe an improvement in marketing strategy would yield substantial outcomes? Please list down the possible outcomes.

Yes

No

7. What are some of the possible challenges that might counter the implementation of the proposed marketing recommendations?

8. What strategies can Youth Service Center in Southwest State put in place to overcome the identified challenges?

9. As one of Youth Service Center in Southwest State active stakeholders, do you think you have an active role to play in ensuring the success of marketing operations in the organization? Please explain.

Yes

No

10. Upon taking part in this survey, do you believe that Youth Service Center in Southwest State improvement of its marketing strategy would lead to a potential positive outcome?

Yes

No

