

Take Back Your Time - Time for Parks

Organization Profile, SWOT, Web Presence
Analysis, and Marketing Report

“Getting children into the National Parks is a priority. Many National Parks are much farther away than neighborhood parks, and children have to get there to recognize the value so that future generations...value our National Parks.” - John DeGraf

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1 Executive Summary

The first vacationers in the early part of the 19th century were the elite, capable of affording to remove themselves from their daily lives for idle time away. The rest of society was driven by our Puritan roots, with people who worked six days a week and then the seventh day went to church and heard preachers telling them about the vices of idleness. As the middle class emerged in the mid-19th century, doctors began to advocate for summer vacations and many pastors fell in line with the idea of religious retreats and resorts. Vacationing rose to a peak in the 20th century, and the amount of time Americans spend away from work has been declining since this peak.

Thought leaders around the world have recognized that with a holistic approach to balancing the needs of employers and government with those of employees and families, utility and productivity are maximized. Europe shows us how it can be possible to remain highly productive while taking much more time away from work than we currently enjoy in America. Changes in federal, state and local legislation, and cultural mores are needed to bring the American worker experience in line with a more evolved way of balancing our lives while helping businesses thrive.

The amount of time spent vacationing in the United States and Canada has declined, and the time spent in National Parks has declined disproportionately more. The National Parks are a resource that was held in the greatest esteem by past generations; the current generation likely values them just as much-so we must examine why the average time spent in the parks on a trip has dropped to one tenth of historic values. The TBYT (TBYT) organization purports that this is a result of not enough time afforded by employers for vacation, or employees feeling unable to take that which is offered to them.

TBYT – a not for profit organization, is working to bring these forward looking ideas to scale in the United States and Canada. Although their current market position is creating opportunities for growth and sufficient revenue for sustainment, to set the stage for increased growth while maintaining the values and message of the organization, TBYT must take several key steps in the near future. This report will document the strengths, weaknesses, opportunities, and threats to the organization, the key areas of marketing that TBYT currently embraces, and the market position the company operates within today. Finally, this report contains several recommendations that, while seemingly simple on the surface, may result in substantial gains in revenue, growth potential, partnerships, and enhanced brand equity. Our recommendations are aiming to help TBYT raise awareness of the service offered, bonds the public on a social topic, and provides a two-way street for free-flowing communication and interaction between the public and the organization.

2 Take Back Your Time – Overview

Take Back Your Time is a non-profit organization led by the President, John DeGraf, and a 30 plus member board of directors. The directors represent a diverse set of backgrounds and skills, including professors, lawyers, human resources professionals, sociologists, economists, and even a yoga instructor. The organization has a clearly defined mission to increase awareness and help further the discussion of policy change surrounding work-leisure balance. TBYT states their goals as follow:

“We’re committed to the establishment of policy changes that can help achieve a shift to a less harried, more time-affluent life. While we have global support and connections as an organization, we are primarily focused on making changes in the United States and Canada. We have developed some broad policy ideas — all taken for granted in many other countries — that speak to the dire need for time poverty relief. They are not intended as political bills. Rather, we encourage legislators to take these ideas and design specific legislation around them. These are ideas for action, a comprehensive program to win more free time for Americans. Our **Time to Care** policy agenda includes:

- ***Guaranteeing paid leave for all parents for the birth or adoption of a child.** Today, only 40% of Americans are able to take advantage of the 12 weeks of unpaid leave provided by the Family and Medical Leave Act of 1993. Canada offers parents the opportunity to share one year of paid family leave at 55 percent of salary.*
- ***Guaranteeing at least one week of paid sick leave for all workers.** Many Americans work while sick, lowering productivity and endangering others. Only Connecticut and selected U.S. cities now guarantee this.*
- ***Guaranteeing paid annual vacation leave for all workers.** Studies show that 28% of all female employees and 37% of women earning less than \$40,000 a year receive no paid vacation at all.*
- ***Limiting the amount of compulsory overtime work that an employer can impose, our goal being to give employees the right to accept or refuse overtime work. Europe limits the required work week to 48 hours, and several countries prohibit compulsory overtime work.***
- ***Making Election Day a holiday, understanding that Americans need time for civic and political participation.***
- ***Making it easier for Americans to choose part-time work by promoting hourly wage parity and protection of promotions and pro-rated benefits for part-time workers.”***

The “Time for Parks” campaign is a plan to leverage the 100 year (centennial) anniversary of the US National Parks Service on August 25th, 2016 to further the overall mission of the organization. The complimentary benefits include increasing awareness and participation in the National Work-Leisure Balance and Vacation Commitment Summit at Seattle University, and bringing in needed revenue for the organization.

3 President's Partnership Statement

The current “about us” page on the company website reads as follows:

“Take Back Your Time seeks to challenge the epidemic of overwork, over-scheduling and time famine in the United States and Canada that threatens our health, our relationships, our communities, and our environment. We seek a renewed understanding of the value of leisure time and the costs of time stress in our lives and workplaces.”

How we use our time, and measure the quality of our lives, affects people across class, gender, race, and ideological lines. What brings our diverse group together is a belief that we can shape customs, values and policies in the workplace and in our family lives that improve our quality of life and influence better outcomes for all of us. Together we can explore ideas and create plans for action while inspiring others.”

It is the finding of our study that, while the above statements are a good start towards expressing the mission of TBYT, it may not paint the full picture of how the company is trying to meet these goals financially. Additionally, it is problematic that important past projects are not more prominently discussed, displayed or linked. For an organization of TBYT's size, a full Corporate Social Responsibility or Marketing Report may be more than is warranted to achieve desired results. We recommend that TBYT adopt a “President's Partnership Affirmation statement”, to clearly articulate the President's vision for the organization's ability to contribute to local communities as well as our national population's continued well-being through its partnership efforts and keen social values. An example statement might read as follows:

“Partnerships are central to our mission premise as well as our operational focus. We share our yearly operational objectives as well as our financial activities to drive continual improvement and innovation in achieving a triple bottom line approach to managing our organization.”

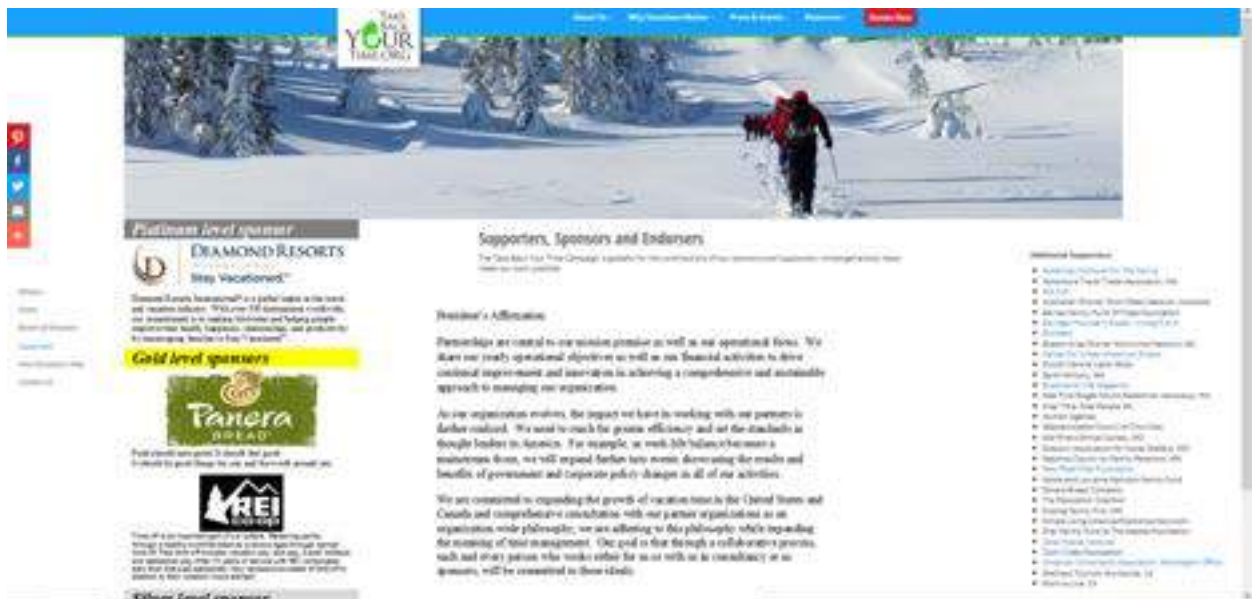
As our organization evolves, the impact we have in working with our partners is further realized. We need to reach for greater efficiency and set the standards as thought leaders in America. For example, as work-life balance becomes a mainstream focus, we need to expand further into events showcasing the benefits of corporate policy changes in all of our activities.”

We are committed to expanding the growth of vacation time in the United States and Canada and comprehensive consultation with our partner organizations as an organization-wide philosophy; we are adhering to this philosophy while expanding the meaning of time management. Our goal is that through a collaborative process, each and every person who works either for us or with us in consultancy or as sponsors, will be committed to these ideals.”

Adding a statement similar to the above adds clarity to the marketing goals of the company, while allowing someone browsing the web page to get a clear feel for what the

company is trying to accomplish. The President’s Partnership Affirmation should be further tailored as appropriate by the organization, and then added as a visual to their current “Supporters” page. This paragraph should be highlighted as a key part of the values of this company (See Fig 1.) Additional clarification and revenue gain via the “Supporters” page may be added through the addition of a tiered donation system. Currently, Diamond Resorts International is listed as a “Primary Sponsor.” While important to recognize this key donor, additional tiers may be added below this level with specific dollar targets to encourage growth and clarify commitments to outside partners. Separation of the endorsers and supporters to a clearly non-financial area helps legitimize the financial marketing aspect of the page while leveraging their support for TBYT. An example of how this approach could look is displayed in Fig. 1, without specific dollar figures; we recommend TBYT add these figures for clarity and any partnership company marketing and brand value.

Fig. 1



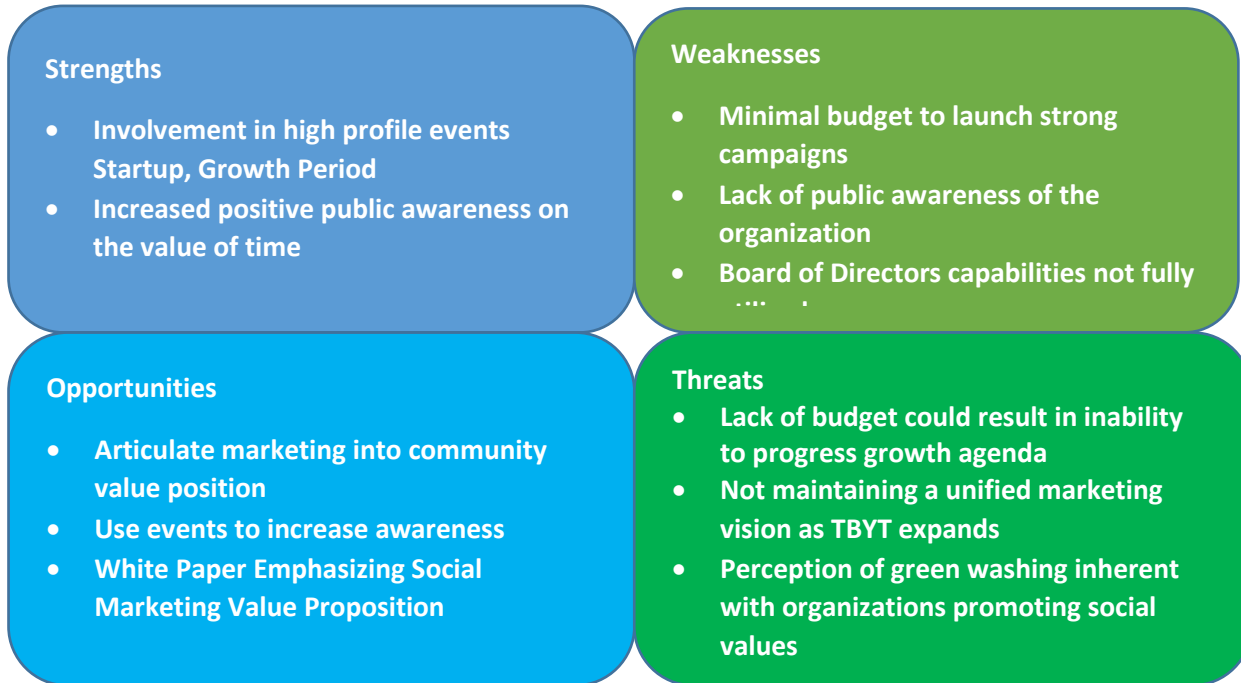
4 SWOT Analysis

4.1 SWOT Overview

We chose to perform a broad look at TBYT operations and planning through the lens of a “SWOT” analysis. This analysis was performed within the boundaries of an examination of the marketing of the organization, and how this might pertain to their decisions and operations. Each of the four quadrants have a direct impact to current operations and marketing, and the findings must be embraced and utilized when developing plans for future value propositions, market position, and overall operations. Below are the summary findings of our SWOT analysis:

Fig. 2

SWOT – Take Back Your Time – Time for Parks



4.2 Strengths

4.2.1 Strength – Involvement in high profile events

One of the ways that TBYT works to add social benefit to their events is through the inclusion of participants from a diverse set of backgrounds when participating in events nationwide. The organization is positioned to leverage their aptitude and experience working with partners who have chosen to place high value on the outdoors, families, and the idea of leading change in American values to those more closely aligned with recreation.

TBYT has already built a brand in the Pacific Northwest area and the nation; the existing resources and brand awareness can definitely help TBYT to grow further. The current positioning strategy will help TBYT to maintain and enhance its brand equity because partners may share the same interests and identities. With a presence at events and gaining exposure, TBYT is able to earn additional trust and continue building good relationships.

4.2.2 Strength – Startup, Growth Period

Many existing businesses are attempting to realign their business operations towards becoming more sustainable. Emerging non-profits like TBYT are better positioned to make marketing integral to their core competencies which could help them create and define their competitive advantage. This process will impact how they choose to grow and pursue “profit”

channels and determine how they will approach and manage the difficulty of communicating the costs of their business to its stakeholders.

4.2.3 Strength – Increased positive public awareness on the value of time

The discussion of balance between work and leisure has come to a crescendo and is a very hot topic. Print media, blogs, podcasts, newspapers, and radio are in discussion daily about the problems faced by workers as they struggle for balance. The message of TBYT and the goals they are promoting are easy for the workforce to relate to and value. We recommend the organization continue to promote this strong message on multiple fronts, discussed in greater detail below.

4.3 Weaknesses

4.3.1 Weakness – Minimal budget to launch strong campaigns

TBYT is re-invigorating the organization after a period of slow activity. This brings with it the challenge of raising needed funds to progress the agenda and accomplish goals. Overcoming this weakness is one of the key elements of a successful relaunch. Recommendations for approaching this problem smartly include partnerships, use of events, and use of volunteers channeled through the organization.

4.3.2 Weakness – Lack of public awareness of the organization

Although the topic of work-life-leisure balance is growing in popularity and frequently discussed in the media, the TBYT organization is currently postured with mostly potential energy and less kinetic. Effective marketing promotions are needed to boost brand awareness and engage the public.

4.3.3 Weakness – Board of Directors capabilities not fully utilized

The current Board of Directors is made up of a diverse set of professionals. Their skills and experience are remarkable. TBYT may find that their board's effectiveness or legitimacy is diminished by lack of participation or production of publishable content. Additionally, each of the 30 plus members has a stake in the success of the organization; their individual participation results in a collective benefit. We recommend that TBYT looks for ways to better utilize the abilities and values of these members, such as leading a seminar or presentation at their local University or library, collecting volunteers for events, and through online content such as Instagram or Facebook posts, blogs, vlogs, and podcasts.

4.4 Opportunities

4.4.1 Opportunity – Articulate marketing into community value position

We recommend TBYT create a package of marketing tools that can be utilized by the board of directors to organize and participate in local events, thereby gaining community exposure and building a positive brand image. Second, TBYT can advertise in media, particularly local and/or ethnic media, with a specific theme. Third, have a presence at cultural gathering places—representatives and informational tables at grocery stores, schools and churches, for example—especially if there are no holiday events in your community. As a cost saving measure, these type of events should be volunteer run. Not only will TBYT make solid contacts for the

organization, but TBYT's reputation will be enhanced among that population while learning the latest trends in business for that group.

4.4.2 Opportunity – Use events to increase awareness

The organization has a limited advertising budget, so smart use of planned events or establishing new events is a way to get exponential interest and brand awareness per dollar spent. We recommend TBYT identify several upcoming dates that represent their values and fit well with their time and availability to create pre-planned marketing promotions. It is recommended to do this on a long, mid, and short term basis of about 5, 2, and 1 year respectively.

4.4.3 Opportunity – White Paper Emphasizing Social Marketing Value Proposition

TBYT's immediate goals should be to encourage smart growth through new relationships and innovative projects in North America. We have found that for the organization to achieve this goal and use social marketing as the backbone of their value system as a company, they must attract clients with similar appetites for marketing. For this reason, we recommend the firm partner with their consultant in 2016 to craft a white paper highlighting the features and benefits of partnering with their organization.

4.5 Threats

4.5.1 Threat – Lack of budget could result in inability to progress growth agenda

Currently the TBYT organization is operating as a non-profit and does not have necessary revenue streams to start a continuous growth campaign for furthering their message. To expand the foothold the organization has in the dialogue surrounding work-life balance, capital expenditures will be required to advertise, hold events, and thus gather interest. This threat can be countered through smart partnerships, effective marketing, and data collection with periodic feedback and adjustment.

4.5.2 Threat – Not maintaining a unified marketing vision as TBYT expands

Growth poses many challenges to all companies, but possibly more for the socially focused company because of its reliance on values. Value based organizations need to review new business opportunities, operational processes and employment through multiple stakeholder lenses. This more advanced determination process adds complexity to decision process if the value proposition is not clear. TBYT could feel pressure to work with organizations who don't share similar values and may disregard recommendations. The threat could dilute the perceived value and superiority to those organizations that don't maintain a value based mission to the projects they elect to partake in.

4.5.3 Threat – Perception of green washing inherent with organizations promoting social values

The old adage "No good deed goes unpunished" is appropriate for firms who take a social marketing focused approach. The threat is that there are many stakeholders with differing expectations. The goal for TBYT should not be to quiet all the skeptics, but hear the perceptions and make appropriate adjustments to their process. The non-profit organization

structure provides some level of inherent credibility but when partnering with companies and organizations who are looking to maintain their own messages and credibility intact TBYT must be able to effectively communicate the facts and veracity of their message.

5 Marketing and Web Presence

5.1 Current Marketing

TBYT has a limited marketing budget and partnership campaign for 2016. The website offers a link on the home page to a series of statements on one white background page. There is limited information on this page to get someone excited about marketing and TBYT. There have been no press releases in the last nine months. It is clear to our group (after research and interviews) where the firm desires to position itself, however, the extent to which marketing is a part of that position cannot be readily ascertained by a potential partner visiting the website alone. This is problematic, and must be remedied. Our recommendations will be outlined later in the report, but suffice it at this point to say that the website will need to be altered to not only reflect the values and intentions of the firm, but also to show the benefits a partnership with TBYT brings to outside organizations.

5.2 Market Offerings of Competitors

Given the unique positioning of the organization as a change agent, and the nature of the work, there are no specific competitors to be concerned with. However, in terms of policy and legislation, powerful business lobbies have a keen interest in any changes that involve employee benefits. These should be viewed as a threat to the potential success of policy changes, but not in terms of direct competition. This type of threat is discussed above in the SWOT analysis; for the purposes of this review we consider there to be no competition to furthering the mission and message of the organization.

5.3 Focus and Reporting Strategies

A small organization likely does not need a lengthy CSR report. TBYT may be better served with a few well designed graphics and pages within their website. The content should include a series of well-defined targets interspersed with achievements and exhibit an empathy for stakeholders. However, TBYT should consider a short annual report to summarize accomplishments and key events, establish specific near term and stretch goals, and further build the brand. This report should be prominently available on the website and sent to all

email subscribers and social media outlets. We also recommend timing the release of the annual report with the October 24th “Take Back Your Time Day” event, to build further social interest and back it up with solid content. In summary:

- Lengthy reports are not recommended
- Updating the website with well designed graphics and highlighting accomplishments
- Generating a short annual report to release on all channels to coincide with TBYT day.

5.4 Web Presence and Recommendations

We discussed the web page situation with John DeGraf during our interview, and he agreed that the current iteration likely requires revision. The page as it stands today is markedly elegant in its simplicity but falls short in needed marketing content. The organization will need to take a hard look at what competencies they have to offer that others do not, in order to differentiate itself from the crowd, and to present the benefits associated with partnerships. Only when these building blocks are compiled can TBYT move on to the next step of translating the firm’s values and mission into a succinct message capable of quickly and effortlessly stating the position the company wants to occupy in the market. We recommend TBYT use web consulting services and examine all aspects of their web operations to ensure a complete approach, such as in Fig 3 below.



Fig 3

We think TBYT is poised to occupy a position in the North American non-profit organization space that has room for growth, while maintaining and leveraging their core values. We would like to see an impending budget increase for marketing in 2017, and we recommend hiring a consultant to assist in transitioning to success. We would agree with any similar decisions and the possible budget appears adequate to reach the immediate objectives at hand.

We have compiled a short list of actions TBYT can take towards upgrading their web presence from a socially sustainable point of view:

- Upgrade the examples on the page to include current and recently completed projects. There are few examples available on the page now; some are outdated. Highlight the sustainable aspects of completed projects that reinforce the values stated in other areas. Include hard data and metrics, and bring some of the aspects of Facebook posts and blog posts to the web page.
- Most supporters listed are not linked to a page, some links are broken or outdated. These key support features must be highlighted in an accurate and up to date way to ensure maximum leverage.
- Highlight awards and recognition whenever possible, especially when they are tied to sustainable features. Back these showcases up by linking to other related pages. The best and most current case in point is the webpage for the “Great Vacation Squeeze” video by John DeGraf that is released to a national audience via PBS this month. These two pages should more prominently link back and forth.
- Ensure any associations that TBYT is a part of or holds membership in are noted on the webpage. Include all individual certifications and relevant memberships as applicable. On association webpages, ensure TBYT is a searchable organization for companies, consumers and government organizations to learn about.
- Utilize a web professional service to upgrade search results for key search terms in the industry and in metropolitan areas surrounding National Parks.
- Include a metrics page showing the many things TBYT is already accomplishing in the areas of social outreach and marketing they strive to make a part of their business. This can serve to provide legitimacy to their sustainable claims where producing a large marketing or CSR report doesn’t make sense for an organization of their size and influence. Our team developed an example of what this could look like on their website, see Fig. 1.
- John DeGraf should include a clear President’s Partnership Affirmation statement for the organization’s partnership goals and sustainable core values. There are several ways he could choose to do this, either through a statement on the website, (example Fig 1) a short video highlighting their projects, or a via his blog linked to the website.

5.4.1 White Paper Emphasizing Social Marketing Value Proposition

Take Back Your Time is an organization that has established itself but is currently in a relaunch phase. Their immediate goals should be to encourage smart growth through new relationships and innovative projects in North America. We have found that for the organization to achieve this goal and use social marketing as the backbone of their value system as a company, they must attract clients with similar appetites for marketing. For this reason, we recommend the firm partner with their consultant in 2016 to craft a white paper highlighting the features and benefits of partnering with their organization. This will be a simple marketing tool to allow TBYT to convey their message of social change resulting in measurable benefits to potential partners in a quick and easy to understand way. If the partner can't see why it will translate to increased revenue to support TBYT, (as may be the case today) the organization is losing out on relationships that it should be gathering and emphasizing in its business plan. Sharing a white paper containing readily identifiable advantages may bridge the gap for some "on the fence" potential partners who are not ready to choose a social justice message as part of their marketing portfolio or business plan.

5.4.2 Aligning Social Concerns with Business Strategy

The values that TBYT have instilled in their message and hold as an organization are already commendable. We recommend that the firm takes the next step toward aligning these established values with their business strategy to allow marketing to work in their favor for the greater good. TBYT has involved itself with projects that have social improvement as a key element. While this is good on its own, the organization can take this to the next level by examining and adjusting how these sustainable practices can create value throughout all the facets of their operations. When this is done continuously, with tracking, measuring, and feedback loop refinements, the organization will have a demonstrated track record of sustainable performance. Along the way, TBYT may experience additional benefits such as increased University interest, increased innovative thinking, and new and lucrative partner relationships. Organizations with similar messages are likely looking for opportunities to join with TBYT to gain mutual benefit, as shown below in fig. 4. Government agencies gather key data that can be leveraged to further demonstrate the benefits of TBYT's mission.

Fig 4



Any of the above examples will increase the brand equity of Take Back Your Time. Getting the organization better known as a major up and coming player in the North American non-profit space will not happen without taking additional calculated steps; we think now is a good time to take these steps while the firm is refreshing and nimble and can adapt to change with less perturbation than more established organizations.

6 Time for Parks Marketing Analysis

6.1 Time for Parks Marketing Overview

6.1.1 Environmental Impacts

TBYT is working to improve visitorship to National Parks, but has not offered the public ideas about what may be the best way to do this. Offering examples of the least intrusive way to enjoy the parks as the most effective way to use vacation time is a great way to reduce the environmental impact of more people in the parks. Examples may include ridesharing, carpools, trail etiquette, maximum time per trip, minimizing “selfie only” stops, etc. Emphasizing these types of opportunities can show potential park visitors their behavior makes a difference while furthering the message of the TBYT brand.

6.1.2 Social Impacts

The way that TBYT works to add social benefit is to market the idea of vacationing in a way that encourages workers and students to be more connected both socially and through park experiences. These workers can follow TBYT or participate in events that can bring their shared values to bear. These micro-communities can take action for causes that reflect their new empowerment. The National Parks Service centennial presents a unique opportunity to turn up the gain on these types of leveraging activities.

6.1.3 Increased Use of Multiple Platforms

We believe that knowing how to navigate various marketing channels will ultimately increase efficiency and effectiveness of a campaign.

Banner Ads

Banner ads are the standard form of advertising online. They’re the ads you place on a website, and interested parties can click through to your own website. They vary in size and shape, functionality, and visual complexity.

Advertisers can place banner ads on anything from search engine sites—think of the ads that come up when you visit Yahoo!—or websites specific to an audience or with high traffic. The costs associated with banner ads depend on the site but are charged by CPM (cost per thousand impressions). The effectiveness of an ad, however, is measured in CTR (the number of times your ad is clicked on divided by the number of impressions). In the world of banner ads, the primary types of ads are standard banner and rich media ads, as well as video ads and mobile ads. According to Adweek, the CTR of a rich media ad more than triples that of a

standard banner ad, at 0.44% compared to 0.12%. If you place banner ads, you may want to consider placing a rich media ad over a banner ad or vice versa. For example, on a high-traffic site like the Seattle daily newspaper Seattle Times, you'll need eye-catching advertising such as a video or rich media ad. Just remember that standard doesn't equal boring—your ad will still need to appeal to your target audience.

Print Marketing

We will recommend TBYT to incorporate Print Marketing.

Regardless of which platform is utilized, it is important to maintain a constant voice in the market. That means that a one-time poster campaign will be less likely to generate results than a months-long or yearlong campaign. In general, people need to see an ad seven times before they will actually act on what they are seeing.

Before executing on the print media strategies below, come up with a message or messages that you want to promote. What's the key talking point that TBYT would like consumers of their advertisement to remember? Which generation(s) is TBYT trying to attract? What will your call to action (CTA) be? As a non-profit organization, your likely CTA is to attract new people—that is, get people to call, email, or visit your website.

Posters

Posters of various sizes are a common form of print advertising used to generate awareness. You may also have heard of the term Point-Of-Purchase Displays (POP Displays) or Signage. They generally refer to similar media.

Once your target segment sees the posters and decides to follow through with the call to action, they may start to collect more information via other forms of print advertising, such as a brochure, booklet, or pamphlet.

Unlike magazines and newspapers, where the distribution outlet and channels are already planned, the most difficult part about posters is to determine where to post them. Posting posters also requires manpower. We recommend putting up posters at locations that your potential target segments frequently visit, such as grocery stores, office buildings, libraries, and retail shops.

As for brochures or booklets, it is best to keep them at your office or at a community event. Brochures and booklets contain a lot of information, and they are also more expensive to produce.

Magazine & Newspaper

Advertising in magazines and newspapers is generally very easy to start, though it may be time consuming. From negotiation, execution, to audit, you should expect to devote a significant amount of time to these tasks. If you do decide to advertise on a local and/or ethnic level, these are some best practices to follow.

First, we will suggest TBYT to pick out the publications you'd like to partner with, and start building relationships with them. A strong relationship with media partners generally results in more earned media and money saved in the long run. Don't simply look for big, popular, general-market publications.

Take the magazine or newspaper and examine the content. You want to make sure your message is not appearing in any extreme or radical publications. You can find the contact information in the publication or online. Who is the usual audience for this publication? What is their ethnicity, average age, and gender? What is the circulation? Where do they distribute this publication? Finally, ask them for the rate card so you can add it to the media plan and plan for the frequency based on your budget. Ask if they have any translation or creative capabilities available.

At the end of the activation, make sure they provide you all of the tear sheets, showing that the ads were executed exactly as planned. If there are any discrepancies, and mistakes sometimes do happen, ask for a make-good plan to help you achieve the original goals. For example, if you are missing one insertion or the ad was published late, you should ask for any PR opportunities or an extra insertion, so you get the response rate you anticipated. The key is to establish and maintain clear communication. It is always better to execute the plan right so you can maintain a positive relationship with media partners.

6.2 *Time for Parks* Promotion Marketing Recommendations

6.2.1 University Marketing

We recommend reaching out to college students using promotional/event giveaways, social media and email campaigns. Offering brochures in locations and school events that appeal to college students. Examples could include libraries, restaurants, bubble tea stores, cafeteria, coffee shop, and nightclubs. This would be a good way to get the message out before offering more details about what the National Park Foundation can offer.

We recommend to work with student organizations to leverage our messages on their social media platforms. From our previous industry experiences, this works very well. This approach is optimized if we target international student organizations. Since international students are new to Seattle and Washington, they are naturally interested in exploring more about these opportunities.

For the NPS centennial and the corresponding summit event, we recommend to be more engaged on social media by considering to be more active on Instagram and Facebook.

We suggest Instagram because Instagram is one of the most engaging social media platforms today and is a great way to bring content visually to life. It is a photo- and video-sharing social network that allows users to take photos and videos, edit them with filters and editing tools, then upload immediately to share them. More importantly, posts can be categorized by including a hashtag(s) in the caption. Based on industry best practices, knowing the interests of

your community and the tags they're using should influence the hashtags you're using on your own posts. Hashtags are an effective and necessary tactic to leverage for your Instagram marketing.

For Facebook, when leveraging the message for the centennial and summit event, the focus can be on Mount Rainer primarily and Olympic as a secondary option. Since they are by far the most popular to either domestic students or international students and there is cross appeal between genders.

There are also social networking sites particularly popular among university students and Millennials such as Instagram, Twitter, Facebook, and Snapchat. Global brands—including those in the US and Canada—are exploring the best ways to advertise to those sites' global-based customers. Facebook and Instagram have the highest potential for marketers.

What's the goal of using these platforms? The goal isn't to be good at social media—the goal is to make TBYT, as an advisor, more effective and impactful because of social media. To do that, TBYT should also make it a goal to interact consistently and authentically with target audiences while keeping in mind the strategy and planning to increase the effectiveness. The platforms themselves should not be the focus, since they're constantly changing. In the end, managing relationships is what's important in social media. The value of social media comes from the frequency/depth of engagement with the communities.

We also would like to point out as well that engagement and success from social media won't happen overnight; it can take a year to start seeing the impact and benefits from being on social media. The longer TBYT stays on social media platforms, increases knowledge and engagement with the community, the more rewards they will see from being on social media.

6.2.2 Pacific Northwest Area University Student Organization Events

The TBYT organization can leverage student interest through the organization and showcasing of events prior to the culmination of the campaign in the centennial and summit on August 25, 2016. We recommend the following Universities student organizations (at a minimum) are contacted and provided with a 1-2 page e-flyer.

Brandman University

The Evergreen State College

Gonzaga University

Lewis and Clark University

Multnomah University

Oregon University

Oregon State University

Pacific Lutheran University

Portland State University

Reed College

Seattle University

Seattle Pacific University

University of Portland

University of Washington (all campuses)

Washington State University (all campuses)

Western Washington University

The flyer will provide information about the National Work-Leisure Balance and Vacation Commitment Summit, but will also have specific information about how to volunteer in our National Parks in a series of events organized by the *Mount Rainier National Parks Associates*. The marketing campaign message is intended to get students out volunteering in the parks during a week the parks may be well populated with vacationers, showcasing student commitment while giving some students new perspective on the importance of parks.

This provides a threefold benefit:

1. Student interest and momentum is gained in the Pacific Northwest area, which can spur further academic interest and partnerships.
2. The webpage traffic should increase dramatically through links provided on the e-flyer.
3. National Parks will benefit from student involvement by direct participation in needed volunteer activities.



Fig 5

6.2.3 Leveraging the Board of Directors

The Take Back Your Time Board consists of more than thirty highly valuable academics, counselors, attorneys, and other professionals. Their ability to contribute to a successful event should not be marginalized. We recommend that each member of the board write a blog post to relate how the TBYT agenda relates to the National Parks Service Centennial event, to include specifics relating to their area of expertise. These blog posts should be included in a special sub-page on the website that is highlighted on the home page. They should also be included in all areas of internet marketing, including Facebook, Instagram, individual blogs, and the e-flyer. We recommend the President sends a letter immediately to all board members to begin their thought development and spur internal dialogue.

6.2.4 Leveraging the Ongoing National Marketing Campaign

The National Park Foundation has retained *Grey New York* to develop a multi-channel public engagement campaign which includes the creation of strategic partnerships with media, corporations and talent. Additionally, to help guide Centennial efforts, the National Park System Advisory Board created a Centennial Advisory Committee made up of 31 members representing the broad spectrum of National Park Service partners and stakeholders. The campaign is multi-faceted and includes one element called the “Ambassadorship”. This links to a short video involving the ambassador promoting the NPS and the centennial. We recommended John DeGraf for an ambassadorship, and are still under review by the NPF for his inclusion. This would be a highly favorable aspect of the campaign to utilize now and in the future.

7 TBYT - Time for Parks – Conclusion

TBYT is well positioned to continue to grow slowly in the near term with more rapid expansion possible in 2017. With the inclusion of some key recommendations included in the preceding report, their growth rate has potential to increase dramatically. While this analysis did not include the financials of the company, assuming a modest revenue stream, the organization can introduce more complexity in its marketing to see a return to the bottom line in a profit paradigm inclusive of people, planet, and revenue for non-profit organizations. The Pacific Northwest is a good area to find like-minded partners and consumers to help foster the company’s marketing statement into a reflection of reality. The metrics advertised and used by the company can easily be improved upon for relatively little cost. When paired with a new web presence centered on their marketing focus, the metrics can drive further innovative thinking, new mutually beneficial relationships with other businesses and consumers, and immediate revenue and growth opportunities.

8 Appendix

8.1 References

- Interview with TBYT President Mr. John DeGraf, conducted on January 30, 2016
- Interview with TBYT President Mr. John DeGraf, conducted via telephone on March 5, 2016
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