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Moving Forward: Expanding the Digital Marketing and Information Technology Strategy of a Thriving Nonprofit

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Consultancy Project Executive Summary

Organization:	Gardner-Webb University School of Education
Project Title:	Moving Forward: Expanding the Digital Marketing and Information Technology Strategy of a Thriving Nonprofit
Candidate:	R. Chance Witherspoon
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Defense Date:	July 10, 2018
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Abstract

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The purpose of the project was to expand the digital marketing efforts and volunteer reporting and training processes of a thriving nonprofit healthcare organization. In 2015, the organization had an aging Web presence, disparate marketing systems, and inconvenient volunteer reporting and training processes. The project consisted of four central goals: improve website content management and update processes, improve website usability and digital marketing efforts, improve volunteer documentation and reporting processes, and improve volunteer training processes through accessible education resources.

Utilizing a modest budget, the project team sought to improve marketing and information technology processes within the organization by implementing modern technology solutions, integrating systems, and providing convenient resources to stakeholders. The project resulted in a responsive website design, a reduction in ongoing website expenses, online event management and self-service ticketing for fundraising events, an email marketing and social media advertising strategy, HIPAA compliant volunteer reporting processes, and an online volunteer training program.

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1 Introduction

1.1 Project Purpose

The purpose of this project was to expand the digital marketing efforts and volunteer reporting and training processes of a thriving nonprofit organization. Hospice Cleveland County (HCC) is a nonprofit healthcare organization that provides hospice and palliative care to patients, regardless of their ability to pay. In 2015, HCC had an aging Web presence, disparate marketing systems, and inconvenient volunteer reporting and training processes. Utilizing a modest budget, the project team sought to improve marketing and information technology processes within the organization by implementing modern technology solutions, integrating systems, and providing convenient resources to stakeholders.

1.2 Associated Documents

- A. HCC Mission and Vision Statement
- B. Project Strategic Action Plan
- C. Social Media Implementation Plan
- D. Social Media Guidelines for Employees and Volunteers
- E. The Efficacy of HCC Facebook Ads

1.3 Project Plan Maintenance

The project team developed a strategic action plan which outlined objectives to achieve the four project goals (section 2.1 and Appendix B). The consultant and HCC advisors met frequently during the project life cycle to review and update project objectives. Project updates were provided to the HCC executive team. Additionally, project milestones were submitted to the consultancy coach for feedback and evaluation.

2 Project Scope

2.1 Outline of Partnering Organization's Objectives

The overall purpose of the project at HCC was to expand the digital marketing efforts and information technology processes of the organization. The project consisted of four central goals:

- Goal 1: Improve website content management and update processes
- Goal 2: Improve website usability and digital marketing efforts
- Goal 3: Improve volunteer documentation and reporting processes
- Goal 4: Improve volunteer training processes through accessible education resources

2.1.1 Objectives

Goal 1 Objectives:

- **1A:** Identify a new Web host and migrate existing website to the new hosting provider
- **1B:** Migrate existing website content to a Content Management System

Goal 2 Objectives:

- **2A:** Implement a new, responsive website design
- **2B:** Utilize an online form builder to develop secure forms to collect online employment applications and other sensitive data
- **2C:** Utilize an online event management and self-service ticketing platform to promote and manage HCC fundraiser events
- **2D:** Implement an online email marketing solution
- **2E:** Utilize social media ads to promote HCC news and events

Goal 3 Objectives:

- **3A:** Create a login-protected Web portal for volunteer access
- **3B:** Utilize an online form builder to develop secure forms for HCC volunteers to submit reports

Goal 4 Objectives:

- **4A:** Identify an online training solution for HCC volunteers
- **4B:** Develop an online repository for volunteer resources

2.1.2 Success Criteria

Measures of success aligned by goal:

Goal 1

- Access to and direct control of website hosting account
- Reduction in expenses associated with website hosting and content updates

- Timely website updates

Goal 2

- Mobile-friendly website content
- Ability to securely capture and store website form submissions
- Online event management and self-service ticketing
- Growth in email marketing contacts
- Integration with existing donor management software

Goal 3

- HIPAA compliance
- Login-protected access to the online portal
- Online submission of volunteer reports

Goal 4

- Online access to volunteer training materials and resources

2.1.3 Risks

With information systems security being central to goal achievement, the major risks to the organization included system downtime, data loss, HIPAA violations, and other related damages. See section 9 for a detailed risk assessment and mitigations plans.

2.2 Outline of Student's Objectives

2.2.1 Objectives

The primary role of the consultant was to facilitate the strategic planning process and execution of project objectives. With extensive experience in digital marketing and information technology, the consultant was responsible for providing guidance, evaluating information technology processes, implementing adopted software solutions, and leading the design of the new HCC website.

2.2.2 Success Criteria

The consultant was involved in the execution of HCC's project objectives. Measures of success for the consultant align with the partnering organization's criteria outlined in section 2.1.2.

2.2.3 Risks

To accomplish project objectives, the consultant was granted access to mission-critical information systems. Maintaining data security throughout the project lifecycle was vital to success. To mitigate risks associated with data security, the consultant performed a detailed risk assessment. Refer to section 9.

2.3 Definitive Scope Statement

The central focus of the project was to expand the digital marketing efforts and volunteer reporting and training processes of the organization.

3 Deliverables

3.1 To Partnering Organization

Project deliverables aligned by goal:

Goal 1

- Website hosting managed by HCC staff
- HCC website managed in a content management system

Goal 2

- Secure online forms on the HCC website
- Online event management for HCC events
- Email marketing campaigns
- New HCC website

Goal 3

- Volunteer Web portal
- HIPAA compliant online forms

Goal 4

- Online volunteer training program
- Online educational resources for volunteers

3.2 From Student

Consultant deliverables aligned by goal:

Goal 1

- Recommendation for a new Web hosting service provider
- Existing website migration to new Web host
- Migration of existing website content to a content management system

Goal 2

- Online forms development and migration
- Event management and email marketing platform configuration
- Social media marketing plan
- Social media ads management
- Systems integration between marketing platforms
- Responsive design for new HCC website

Goal 3

- Development and integration of online volunteer report forms

Goal 4

- Online repository for volunteer resources

4 Project Approach

4.1 Project Lifecycle Processes

The project approach followed a traditional project lifecycle consisting of four phases: conceptualization, planning, implementation, and closure. Actions completed during each phase are listed below.

Conceptualization:

- Define the primary organizational challenge
- Identify preliminary project goals and objectives
- Define the project scope
- Assemble the project team

Planning:

- Develop the project strategic action plan
- Create a preliminary budget
- Perform a risk assessment
- Identify constraints and assumptions
- Develop mitigation and contingency plans

Implementation:

- Execute the strategic action plan
- Complete project deliverables
- Provide updates to organizational stakeholders

Closure:

- Analyze the project performance
- Document realized project benefits

4.2 Project Management Processes

The project team developed a strategic action plan during the planning phase to accomplish the project goals and objectives (section 2.1 and Appendix B). The project team met throughout the project lifecycle to review and update project objectives. Project plan changes were mutually agreed upon by the project team and updates were routinely provided to the HCC executive team.

4.3 Project Support Processes

The project team consulted with other hospice care organizations during the project lifecycle to gather input and determine best practices related to project deliverables. Additionally, the consultant contacted the National Hospice and Palliative Care Organization, legal experts, and external healthcare information technology professionals during the project for advice and feedback.

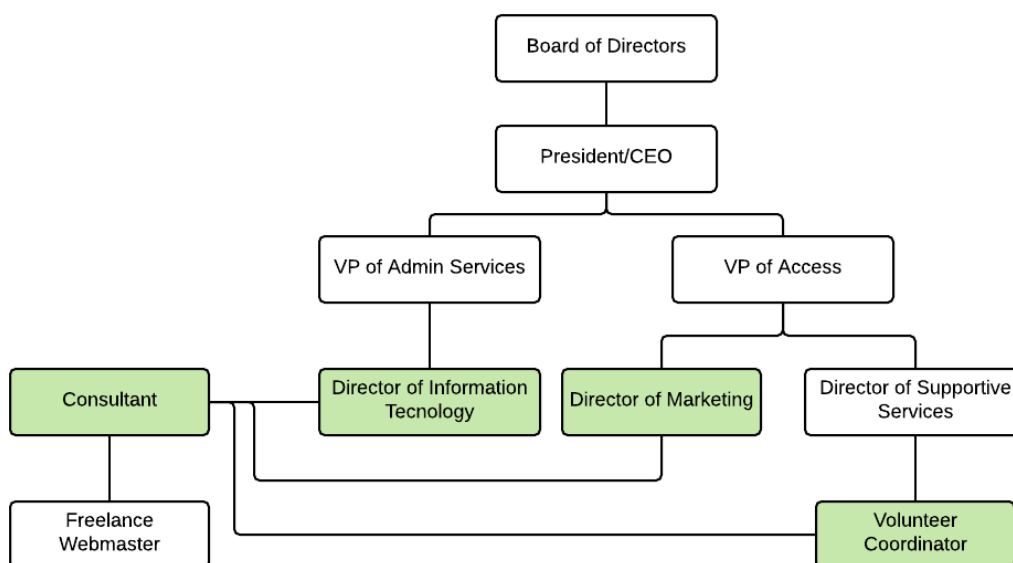
4.4 Organization

4.4.1 Project Team

Role	Project Responsibility	Skills Required
IT/Marketing Consultant	Project planning, IT/Marketing strategy development, strategy implementation, website development	Project management, digital marketing, social media management, Web development
Director of Marketing	Marketing strategy guidance, project planning, project management, budgeting guidance.	Project management, content writing, ad creative, event planning, fundraising
Director of IT	IT strategy guidance and implementation, assure policy/regulation compliance	Project management, SharePoint development, Office 365, system administration
Volunteer Coordinator	Online training sourcing/development, volunteer portal review	Volunteer training, research, evaluation

4.4.2 Mapping Between HCC and Consultant

Organizational chart displaying the relationship of the consultant, project team, and HCC.



5 Communications Plan

HCC has a variety of stakeholders in the community, ranging from primary caregivers and physicians to volunteers and donors. The primary focus of the communications plan was to utilize social media as a means to reach and engage with new and existing stakeholders of the organization.

Existing Presence

HCC's social media presence is managed by their Director of Marketing and Public Relations. In addition to social media, the director is also responsible for press releases, event planning, fundraising, and public relations. Like many nonprofits, HCC operates on a lean budget and is dependent upon volunteer support for the overall success of the organization.

HCC began utilizing social media in 2010 by creating a Facebook page for the organization. Post volume and the variety of post types used on the page have increased over time. Analysis of key post metrics and online sentiment of the organization indicate that HCC has a positive social Web presence. Most notably, HCC has a 4.9 out of 5 rating based on 90 reviews of the organization posted on their Facebook page. Additionally, the post frequency and daily post engagement on the Facebook page demonstrate a strong, positive social Web presence on the platform.

Target Market

HCC has a wide range of market segments and stakeholder personas it is trying to attract through social media marketing. The target audience includes primary caregivers, family members, physicians, volunteers, and donors of all age ranges in Cleveland, Gaston, and Lincoln counties in North Carolina. Additionally, families of any socioeconomic status are eligible for hospice care services provided by HCC, regardless of their ability to pay.

Goals

In consideration of the social Web metrics of HCC's existing social media channels, a significant opportunity exists for HCC to continue the success of their Facebook page and utilize other social media channels to attract and retain new stakeholders within their target market. To support the mission of HCC, the following social media goals have been identified:

- Promote awareness of hospice and palliative care
- Generate referrals from caregivers for hospice care patients
- Improve the fundraising efforts of the organization
- Attract volunteers and donors from new demographics in the target market

Goal 1: Promote awareness of hospice and palliative care

Goal 1 Strategy: Interact with stakeholders on Facebook, the platform where the largest concentration of the target audience can be engaged. Post regular and frequent content to inform and educate the target audience about hospice and palliative care.

Goal 1 Benefit: Community members in the target market will have increased awareness of the hospice and palliative care services provided by HCC.

Goal 2: Generate referrals from caregivers for hospice care patients

Goal 2 Strategy: Promote hospice care services through Facebook, utilizing page posts and sponsored ads on the network. Create video content demonstrating the referral process for a hospice care patient. Direct users who engage with the content to more information about the referral process or a referral form.

Goal 2 Benefit: More patients who qualify for hospice care will receive care, support, and services from HCC, often free of charge.

Goal 3: Improve the fundraising efforts of the organization

Goal 3 Strategy: Utilize an online event management and self-service ticketing platform to manage HCC fundraiser events. Promote the fundraiser events on all social media channels including paid advertising and direct users to the event site to purchase tickets and/or make a donation.

Goal 3 Benefit: HCC currently manages event ticketing using paper forms and cash/check collection. By implementing an online self-service ticketing platform and promoting the events on social media, HCC will be able to promote and manage events more efficiently. As a result, the purchasing process will be easier for event attendees and donors and the fundraising efforts should improve.

Goal 4: Attract volunteers and donors from new demographics in the target market

Goal 4 Strategy: Utilize Facebook as a video platform including live video streams and add Instagram as a new social media channel. Publish image and video posts to the Instagram profile grid and utilize Instagram Stories to reach approximately 60% of the 18- to 29-year-old demographic in the target market.

Goal 4 Benefit: By expanding its social Web presence to Instagram, HCC will have an additional channel to interact with the younger demographic in the target market and attract them to the mission of the organization.

6 Work Plan

6.1 Work Breakdown Structure and Resources

Aligned by project goal, a detailed work plan including action steps, persons responsible, timeline, and needed resources are provided in the charts below.

Goal 1: Improve website content management and update processes

Action Steps	Person(s) Responsible	Timeline	Resources Needed
Identify a new Web host provider.	Consultant, IT Director	January 2016	Reputable Linux Web hosting provider
Migrate the existing HCC website to new Web host	Consultant, IT Director	February 2017	Access to Web hosting control panel, domain nameservers, and DNS
Migrate HCC website content to a Content Management System	Consultant, Web Designer, Freelancer	August 2017-April 2018	WordPress installation running in a development environment.

Goal 2: Improve website usability and digital marketing efforts

Action Steps	Person(s) Responsible	Timeline	Resources Needed
Use Wufoo to develop secure online forms	Consultant, IT Director	January-February 2016	Current forms in use, encrypted fields, recipient lists
Implement Eventbrite for online ticketing for fundraiser events	Consultant, Marketing Director	September 2016 and ongoing	Eventbrite account, payment information, event/ticket information
Utilize social media ads to promote HCC news and events	Consultant, Marketing Director	September 2016 and ongoing	Facebook Ads Manager, Ad copy and media
Implement MailChimp for email marketing campaigns	Consultant, Marketing Director, IT Director	October 2016 – February 2017	Export of current email list, access to CRM, CRM integration info, event attendee email list
Develop a Social Media Marketing Plan	Consultant, Marketing Director	June 2017	Evaluation of existing social Web presence

Integrate donor management software with email marketing and event management platforms.	Consultant	August 2017	Administrator access to LGL, MailChimp, and Eventbrite
Implement a new responsive website design	Consultant, Marketing Director, Web Designer, Freelancer	October 2017 – May 2018	Design guidelines, WordPress theme selection, branding graphics

Goal 3: Improve volunteer documentation and reporting processes

Action Steps	Person(s) Responsible	Timeline	Resources Needed
Create a login-protected portal for volunteer access	IT Director, Consultant	June-September 2017	SharePoint group, volunteer
Create HIPAA compliant forms for volunteers to submit reports	IT Director, Consultant, Volunteer Coordinator	June-September 2017	HIPAA compliant forms solution (SharePoint, 3 rd party integration/service), existing volunteer forms,

Goal 4: Improve volunteer training processes through accessible education resources

Action Steps	Person(s) Responsible	Timeline	Resources Needed
Identify an online, hospice care training solution for HCC volunteer	Volunteer Coordinator	May-July 2017	Potential online volunteer training providers, volunteer training needs/requirements
Implement the online/hybrid volunteer training solution	Volunteer Coordinator, IT Director, Consultant	September-October 2017	Volunteer training solution, materials
Develop an online repository of resources for volunteers	Volunteer Coordinator, Consultant	Oct.-Dec. 2017	Existing volunteer documentation, materials, educational resources.

7 Milestones

Milestone Number	Project Milestones By Goal	Forecast/Completion Date
	Improve website content management and update processes	
1	Identify a new Web host and migrate existing website to the new hosting provider.	17-Feb-16
2	Migrate existing website content to a Content Management System (WordPress).	15-May-18
	Improve website usability and digital marketing efforts	
1	Utilize an online form builder to develop secure forms to collect online employment applications and other sensitive data.	28-Feb-16
2	Utilize an online event management and self-service ticketing platform to promote and manage HCC fundraiser events.	10-Aug-16
3	Utilize social media ads to promote HCC news and events	7-Oct-16
3	Implement an online email marketing solution.	23-Feb-17
4	Automate contact synchronization in donor management software with email marketing and event management platforms.	24-Aug-17
5	Implement a new responsive website design.	15-June-18
	Improve volunteer documentation and reporting processes	
1	Create a login-protected Web portal for volunteer access.	28-Sept-17
2	Utilize an online form builder to develop secure forms for HCC volunteers to submit reports.	17-Oct-17
	Improve volunteer training processes through accessible education resources	
1	Identify an online, hospice care training solution for HCC volunteer.	17-Oct-17
2	Develop an online repository of volunteer resources.	30-June-18

8 Results and Metrics

Below is a summary of the actual benefits, by project goal, that have been realized to date during the project. Refer to the full strategic action plan in Appendix B for the expected outcomes and status of the project goals and objectives. Additionally, refer to the evaluation and feedback sections of the quality assurance plan in Section 11 for additional metrics to be analyzed in the closure phase of the project.

Goal 1 Realized Benefits

- Web hosting costs have been reduced by more than 70%.
- HCC IT staff now have direct control of and access to their HCC Web hosting and site files.
- Website content update costs have been reduced by more than 50%.

Goal 2 Realized Benefits

- HCC is now able to securely collect employment applications and patient referrals through website forms; over 550 submitted to date.
- Facebook ads have been utilized to reach 26k people, generating 1k link clicks, to raise \$6,000 in fundraiser event online ticket sales.
- Marketing email list growth of 130%.
- Established a 34.4% email marketing campaign open rate, 66% higher than the nonprofit industry average.
- Automated synchronization of marketing contacts between donor management system, event management platform, and email marketing platform.
- HCC has a new, mobile-friendly website featuring a responsive design.

Goal 3 Realized Benefits

- HIPAA compliant online forms for HCC volunteer reports.
- Secure, login-protected group site for HCC volunteers within Office 365.

Goal 4 Realized Benefits

- Acquired a six-module online volunteer training program that covers training categories outlined by Medicare.
- Eight new HCC volunteers have completed their training requirements through the online program to date.

9 Risks, Constraints, Assumptions

9.1 Risks

With information technology (IT) security being central to goal achievement, the focus of this risk assessment was to determine and rate IT security threats that could result in system downtime, data loss, and other damages. The consultant used two criteria to determine the risk rating: consequences and likelihood.

Consequences: The first criterion was used to determine the consequences that would occur should the threat be realized. The consequences are rated on a scale from minor to extreme and indicate the amount of downtime and/or damage that could occur. To evaluate the length of IT system/service downtime, the assessment should be conducted by an IT professional who is knowledgeable about IT security and data loss/recovery. When determining the consequences of each risk, the consultant did not consider controls that would be implemented during the project. Many of the controls are outlined in the mitigation plans that follow.

Likelihood: The second criterion used to determine a risk rating was the likelihood the risk event could occur during a typical calendar year. This likelihood was rated on a scale from rare (< 10% probability) to almost certain (> 90% probability).

Risk Rating: After analyzing the consequences and likelihood, a risk matrix was used to rate each risk as low, medium, or high. Mitigation plans are provided for all medium and high risks.

Risk Assessment									
Consequences		Likelihood		Risk Rating					
What are the consequences of the risk occurring?		What is the likelihood of the risk event occurring during a year?				Consequences			
						Min	Mod	Maj	Ext
Extreme	Damage/Down-time > 10 days	Almost Certain	>90% chance	Likelihood	Almost Certain	Medium	High	High	High
Major	Damage/Down-time 3-10 days	Likely	50%-90% chance		Likely	Medium	Medium	High	High
Moderate	Damage/Down-time 1-3 days	Possible	10%-50% chance		Possible	Low	Medium	Medium	High
Minor	Damage/Down-time < 1 day	Unlikely/Rare	<10% chance		Unlikely/Rare	Low	Low	Medium	Medium

Description of Risk	Associated Project Goal	Potential Impact	Risk Analysis		
			Consequences	Likelihood	Risk Rating
R01: Current host denies access to site files	Goal 1	Delayed migration of website	Major	Unlikely/Rare	Medium
R02: User error resulting in data loss	Goals 1, 2, 3, 4	Website downtime and loss of existing data	Extreme	Possible	High
R03: Hacker/malware compromises website	Goals 1, 2, 3, 4	Website downtime and loss of existing data	Extreme	Possible	High
R04: Hosting provider server crash/loss of data/business shutdown	Goals 1, 3, 4	Website downtime and loss of existing data	Extreme	Unlikely/Rare	Medium
R05: WordPress CMS becomes obsolete/no longer supported/has major security vulnerability	Goals 1, 3	Website content will have to be migrated to new CMS	Extreme	Unlikely/Rare	Medium
R06: Website/3rd party service/LMS administrator leaves company	Goals 1, 2, 3, 4	Loss of administrative access and knowledge of internal processes	Extreme	Possible	High
R07: 3rd party vendor data loss/service downtime	Goals 2, 3	Marketing/online donations/online forms loss of service or data	Moderate	Possible	Medium
R08: Data breach at 3rd party vendor (Wufoo, Eventbrite, PayPal, MailChimp)	Goal 2	Identity theft, harm to business reputation, data breach notification and monitoring costs	Extreme	Possible	High

R09: Regulatory/legal violations resulting from website/social media/email marketing/ 3rd party services	Goals 1, 2, 3, 4	Penalties/ fines resulting from violations	Moderate	Possible	Medium
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9.2 Constraints

This section identifies constraints that had an impact on successful project execution. Constraints are limiting factors that were placed upon the project within which the consultant and project team had to work.

- The new HCC website must reduce the annual cost of website maintenance and fees.
- The new HCC website must utilize current best practices regarding usability, mobile responsiveness, and security.
- Data collected via online forms must be encrypted point-to-point and adhere to HIPAA requirements as necessary.
- Any event management or ticketing platform utilized must collect payments securely, generate individual receipts, and transfer funds to HCC via PayPal or check.
- Marketing tools implemented must integrate with the existing CRM, Little Green Light.

9.3 Assumptions

This section identifies the key assumptions that had an impact on successful project execution. Assumptions are factors that are considered to be true, real, or certain without proof or demonstration. Assumptions are aligned with the goals and objectives identified in Section 2.

A-01: Hosting the HCC website with a third-party, off-site Web hosting provider is permitted.

- **Associated Project Goals:** Goals 1, 2, 3, 4
- **Rationale:** The current HCC website is hosted with a third-party, off-site hosting provider. The IT Director and Marketing Director do not foresee any internal hosting requirements presented by the administration.
- **Impact:** If this assumption proved false, an in-house Web server would need to be acquired and the website transferred to the in-house server. Downtime would be minimal.

A-02: The WordPress CMS will remain open-source, available, and updated.

- **Associated Project Goals:** Goals 1, 2, 3, 4

- **Rationale:** WordPress was created in 2003 as an open source project and currently powers 27% of all sites on the Web. WordPress is reliable, routinely updated, and trusted by many, including Fortune 500 companies.
- **Impact:** If this assumption proved false, continuing to run the site on an outdated platform would create security risks. The website would likely need to be migrated to a new CMS. Refer to Risk 05 in Section 9.1 for a mitigation plan.

A-03: HCC will continue utilizing online data collection forms created in-house.

- **Associated Project Goals:** Goals 2, 3
- **Rationale:** After speaking with the IT Director, HCC has no immediate plans of purchasing a human resources management system to collect and process employment applications. Additionally, there are no plans to migrate to a new electronic health record system that would impact the development of forms in Goal 3.
- **Impact:** If this assumption proved false, development of forms to accomplish Goals 2 and 3 would no longer be needed or would need to be redeveloped for the new platform.

A-04: HCC will continue to promote events, sell tickets, and accept donations online.

- **Associated Project Goals:** Goal 2
- **Rationale:** According to the Marketing Director, HCC recognizes the value of online event promotion and anticipates a growing emphasis regarding online marketing. There are no current or anticipated legal, finance, or regulatory issues that would prohibit online tickets sales and donations.
- **Impact:** If this assumption proved false, Goal 2 (Objective 2C) would be eliminated from the project or would only be utilized for free event registrations.

A-05: HCC will continue using a CRM platform to collect and store information about stakeholders in the organization.

- **Associated Project Goals:** Goal 2
- **Rationale:** Within the past 2 years, HCC has implemented Little Green Light as a CRM to store stakeholder information. Additionally, HCC has hired a part-time employee to assist with fundraising and database management.
- **Impact:** If this assumption proved false, contacts would need to be stored directly in the email marketing system, independent of a CRM.

A-06: HCC will continue utilizing volunteers and have a need for volunteer training and reporting.

- **Associated Project Goals:** Goals 3, 4
- **Rationale:** Volunteers are vital to the success of the organization. Additionally, HCC must integrate volunteers into patient service or administrative activities to qualify for Medicare funding.
- **Impact:** If this assumption proved false, Goals 3 and 4 would no longer be required for the success of the project.

9.4 Mitigation Plans

Risk 01: Current host denies access to site files

- **Risk Rating:** Medium
- **Mitigation Plan:** HCC should attempt to download any website files they currently have access to before notifying the marketing company of the pending transfer. If HCC does not have access to the hosting account, the next step would be to utilize a site copying tool like HTTRACK to scrape the site and create a copy of the site pages. Next, HCC should request FTP access to the site to create a full copy of the website. After verifying the success of the site backup, HCC should test the copy of the website on the new hosting provider's server before notifying the marketing agency of account termination.

Risk 02: User error resulting in data loss

- **Risk Rating:** High
- **Mitigation Plan:** Website administrators are prone to making errors when updating website content that could cause serious downtime and loss of data. HCC should contact the new hosting provider to verify the backup/restore policies included in their hosting plans. Additionally, HCC should implement internal IT processes to create automatic and manual website backups. Site backups should be stored locally and off site using a cloud storage service (Amazon S3, Dropbox, Google Drive, VaultPress, etc.). Full website backups should be created daily and stored for at least 30 days.

Risk 03: Hacker/malware compromises the website

- **Risk Rating:** High
- **Mitigation Plan:** Hackers/malware can destroy website data and create a total loss of website data if this risk is not mitigated. HCC should implement the backup processes detailed in the mitigation plan for Risk 02. Routine malware scans of the website and website hardening plugins should also be utilized. Processes should be implemented to keep the CMS software regularly updated with critical security patches installed immediately. Strong password enforcement and two-factor authentication should be enabled on critical services/accounts. Additionally, HCC should request their third-party IT services provider to include the website in the schedule IT audits.

Risk 04: Hosting provider server crash/loss of data/business shutdown

- **Risk Rating:** Medium
- **Mitigation Plan:** HCC should implement the backup and restore processes detailed in the mitigation plan for Risk 02. With a full backup, the website could be restored to a new hosting provider in less than 24 hours and result in minor downtime.

Risk 05: WordPress CMS becomes obsolete/no longer supported/has a major security vulnerability

- **Risk Rating:** Medium
- **Mitigation Plan:** HCC IT/marketing personnel should be informed of WordPress updates/patches and should stay abreast of news from WordPress.org. Additionally, a CMS migration plan should be developed in the event this risk occurs.

Risk 06: Website/third party service/ LMS administrator leaves HCC

- **Risk Rating:** High
- **Mitigation Plan:** IT/marketing administrators should keep detailed records of all IT accounts used at HCC. All accounts should be created using the employee's HCC email address so passwords could be reset in the event of an employee departure. Additionally, at least two accounts should have administrative access to critical IT/marketing services to prevent a single point of access.

Risk 07: Third party vendor data loss/service downtime

- **Risk Rating:** Medium
- **Mitigation Plan:** Routine backups of data with third-party services should be created. Alternative service providers should be considered if downtime is persistent or routinely outside of stated SLA's.

Risk 08: Data breach at third-party vendor

- **Risk Rating:** High
- **Mitigation Plan:** Data breaches with third-party vendors create risks to HCC and their clients. Data breaches involving identity theft can result in tremendous expenses related to forensic services, client notification, legal action, and identity theft monitoring. HCC should consider purchasing a cyber insurance policy that provides coverage for data breaches and human error and omission. Additionally, HCC should communicate with vendors to validate their security posture and review information security policies.

Risk 09: Regulatory/legal violations resulting from website/social media/email marketing/third-party services

- **Risk Rating:** Medium

- **Mitigation Plan:** HCC should review and develop organizational policies related to IT/marketing services as needed. An HCC HIPAA compliance officer should provide oversight to IT/marketing staff. Continuing education and training should be provided to HCC employees to raise awareness of information security guidelines and regulations. Additionally, a cyber insurance policy that provides coverage for human error and omission should be purchased.

10 Financial Plan

The total project budget from 2016-2018 was \$5,952.64. Most of the labor hours were completed by the project team and resulted in a significant cost savings over the project lifecycle.

2016 Budget				
	Labor Hrs	Labor	Material	2016 Total
Goal 1				
1. Identify new Web host	2	\$0	\$119.88	\$119.88
2. Migrate site to new Web host	5	\$0	\$0.00	\$0.00
Goal 2				
1. Develop secure online forms	10	\$0	\$259.00	\$259.00
2. Eventbrite online ticketing platform	5	\$0	\$0.00	\$0.00
3. MailChimp email marketing	5	\$0	\$0.00	\$0.00
4. Social media paid advertising	3	\$0	\$75.00	\$75.00
Total	30	\$0.00	\$453.88	\$453.88

2017 Budget				
	Labor Hrs	Labor	Material	2017 Total
Goal 1				
1. Identify new Web host	0	\$0.00	\$119.88	\$119.88
Goal 2				
1. Develop secure online forms	5	\$0.00	\$259.00	\$259.00
2. Eventbrite online ticketing platform	10	\$0.00	\$0.00	\$0.00
3. MailChimp email marketing	15	\$0.00	\$0.00	\$0.00
4. Social media marketing plan	10	\$0.00	\$0.00	\$0.00
5. Social media paid advertising	10	\$0.00	\$500.00	\$500.00
Goal 3				
1. Create volunteer Web portal	10	\$0.00	\$0.00	\$0.00
2. Create online volunteer forms	20	\$0.00	\$300.00	\$300.00
Goal 4				

1. Identify online volunteer training solution	5	\$0.00	\$500.00	\$500.00
Total	105	\$0.00	\$1,678.88	\$1,678.88

2018 Budget				
	Labor Hrs	Labor	Material	2018 Total
Goal 1				
1. Identify new Web host	0	\$0.00	\$119.88	\$119.88
2. Migrate HCC website content to CMS	60	\$500.00	\$0.00	\$500.00
Goal 2				
1. Develop secure online forms	5	\$0.00	\$0.00	\$0.00
2. Eventbrite online ticketing platform	10	\$0.00	\$0.00	\$0.00
3. MailChimp email marketing	20	\$0.00	\$0.00	\$0.00
4. Social media marketing plan	3	\$0.00	\$0.00	\$0.00
5. Social media paid advertising	10	\$0.00	\$600.00	\$600.00
6. Responsive website design	40	\$500.00	\$350.00	\$850.00
Goal 3				
1. Create online volunteer forms	0	\$0.00	\$750.00	\$750.00
Goal 4				
1. Identify online volunteer training solution	0	\$0.00	\$1,000.00	\$1,000.00
2. Develop online repository of resources	10	\$0.00	\$0.00	\$0.00
3. Integrate online training into portal	10	\$0.00	\$0.00	\$0.00
Total	148	\$1,000.00	\$2,819.88	\$3,819.88

11 Quality Assurance Plan

HOSPICE CLEVELAND COUNTY - CONSULTANCY PROJECT - QUALITY ASSURANCE PLAN

GOAL	ACTION STEP	DELIVERABLE	EVALUATION	FEEDBACK
Improve website content management and update processes	Identify a new web hosting provider	Acquisition of new web hosting account	Analyze uptime, performance, storage, support	Maintain, upgrade, or migrate hosting
	Migrate existing website to new host	Website live on new hosting account	Evaluate functionality, hyperlinks, forms.	Correct/replace migration errors
	Migrate website content to a CMS	Launch of new CMS-based website	Analyze frequency and ease of updates based on feedback from staff	Additional training, documentation, support, outsourcing
Improve website usability and digital marketing efforts	Develop secure online forms using Wufoo	Live forms on the website	Analyze submission metrics and abandoned forms	Make modifications and create new forms as needed
	Implement Eventbrite for online event ticketing	Self-service online event ticketing for HCC events	Ticket sales reports for recurring events from year-to-year	Adopt or abandon Eventbrite for more events
	Implement MailChimp for email marketing	Email marketing list, campaign Mgmt, and reporting	Analyze list growth, open rates, click rates, unsubscribes	Reuse or modify email creative and copy
	Develop a SMM plan	Detailed strategy and plan for social media marketing	Track progress and achievement of SMM plan goals	Update SMM plan yearly
	Implement a responsive website design	A new responsive WordPress website	Monitor site visitor data using Google Analytics	Remove, modify, or create new website content
Improve volunteer documentation and reporting processes	Create a login-protected website portal	Online volunteer portal/intranet	Volunteer feedback on usability	Additional training or improved accessibility
	Create HIPAA compliant forms for volunteer reports	Secure online volunteer report forms	Submission rate and feedback from volunteers	Make modifications and create new forms as needed
Improve volunteer training through accessible education resources	Identify an online hospice care training solution	Recommendation submitted to admin for purchase	Purchase approval	Purchase or identify other alternative solutions
	Develop an online repository of volunteer resources	Resource repository on the volunteer portal	Feedback from volunteers and staff	Add, modify, remove resources
	Integrate online training solution into the volunteer portal	Accessible online training in the volunteer portal	Volunteer feedback, training reports, and completion stats	Renew or cancel online training software license

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Appendix A

Hospice Cleveland County Mission Statement:

Hospice Cleveland County exists to provide high quality skilled compassionate care and support for individuals with a life-limiting illness, their families, and the community, regardless of their ability to pay.

As an organization that values people, we will strive to live this mission by believing in the following: human dignity, compassion, dedication, integrity, stewardship, leadership, service, and excellence. A continuous effort to improve our service to our community is our primary goal.

Hospice Cleveland County Vision Statement:

Hospice Cleveland County envisions a future where everyone with a life-limiting illness in Cleveland County and nearby communities has access to hospice care at home or in a home-like setting.

Appendix B

Strategic Action Plan

Goal 1: Improve website content management and update processes

Last modified: May 22, 2018

Action Steps	Person(s) responsible	Timeline	Resources Needed	Expected Outcome	Status
Identify a new Web host provider	Consultant, IT Director	January 2016	Reputable Linux Web hosting provider	Reliable Web hosting for the HCC website	Complete (Jan 2016)
Migrate the existing HCC website to new Web host	Consultant, IT Director	February 2017	Access to Web hosting control panel, domain nameservers, and DNS	HCC website running on a Web hosting account controlled by HCC	Complete (Feb 2016)
Migrate HCC website content to a Content Management System	Consultant, Web Designer, Freelancer	August 2017-April 2018	WordPress installation running in a development environment.	HCC website running in a CMS. Browser-based editing and updates to the website.	Complete (May 2018)

Goal 2: Improve website usability and digital marketing efforts

Action Steps	Person(s) responsible	Timeline	Resources Needed	Expected Outcome	Status
Use Wufoo to develop secure online forms	Consultant, IT Director	January-February 2016	Current forms in use, encrypted fields, recipient lists	Secure online forms on the HCC website.	Implementation Complete (Feb. 2016)

Implement Eventbrite for online ticketing for fundraiser events	Consultant, Marketing Director	September 2016 and ongoing	Eventbrite account, payment information, event/ticket information	Online event management and self-service ticketing for fundraisers	Complete (Sept. 2016)
Utilize social media ads to promote HCC news and events	Consultant, Marketing Director	September 2016 and ongoing	Facebook Ads Manager, Ad copy and media	Increased reach and brand awareness of HCC news and events	Complete (October 2016)
Implement MailChimp for email marketing campaigns	Consultant, Marketing Director, IT Director	October 2016 – February 2017	Export of current email list, access to CRM, CRM integration info, event attendee email list	Centralized email marketing platform that is synced with HCC's CRM.	Complete (Feb. 2017)
Develop a Social Media Marketing Plan	Consultant, Marketing Director	June 2017	Evaluation of existing social Web presence	A detailed plan and strategy for HCC's social media marketing efforts	Complete (June 2017)
Integrate donor management software with email marketing and event management platforms.	Consultant	August 2017	Administrator access to LGL, MailChimp, and Eventbrite	Automated contact synchronization between systems	Complete (August 2017)

Implement a new responsive website design	Consultant, Marketing Director, Web Designer, Freelancer	October 2017 – May 2018	Design guidelines, WordPress theme selection, branding graphics	Mobile-friendly, user-friendly, fully responsive HCC website design	In Progress Forecast Date (June 2018)
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Goal 3: Improve volunteer documentation and reporting processes

Action Steps	Person(s) responsible	Timeline	Resources Needed	Expected Outcome	Status
Create a login-protected portal for volunteer access	IT Director, Consultant	June-September 2017	SharePoint group, volunteer	A Web portal for a volunteer to login, access forms, and submit documentation.	Complete (September 2017)
Create HIPAA compliant forms for volunteers to submit reports	IT Director, Consultant, Volunteer Coordinator	June-September 2017	HIPAA compliant forms solution (SharePoint, 3 rd party integration/service), existing volunteer forms,	A secure, user-friendly process for volunteers to submit digital reports	Complete (October 2017)

Goal 4: Improve volunteer training processes through accessible education resources

Action Steps	Person(s) responsible	Timeline	Resources Needed	Expected Outcome	Status
Identify an online, hospice care training solution for HCC volunteers	Volunteer Coordinator	May-July 2017	Potential online volunteer training providers, volunteer training needs/requirements	Selection of an online training solution for volunteers	Complete (August 2017)
Implement the online/hybrid volunteer training solution	Consultant, IT Director, Volunteer Coordinator	September-October 2017	Volunteer training solution, materials	Volunteers will have access to training and educational resources through a Web portal	Complete (October 2017)
Develop an online repository of resources for volunteers	Volunteer Coordinator, Consultant	Oct.-Dec. 2017	Existing volunteer documentation, materials, educational resources.	Volunteers will have access to educational resources through a Web portal	In Progress (Pending implementation of the new website)

Appendix C

Social Media Implementation Plan

Goal 1: Promote awareness of hospice and palliative care

Last modified: July 15, 2017

Action Steps	Person(s) responsible	Frequency/Timeline	Resources	Expected Outcome
Post informative content about hospice and palliative care services on the HCC Facebook Page	Director of Marketing	1-2 posts weekly	-Hospice and palliative care doctors, nurses, and staff. -NHPCO	Increased awareness of hospice and palliative care in the community
Use Facebook Live to share live video content with the hospice and palliative care to promote services	-Director of Marketing - Hospice/palliative care team	1-2 posts per month	-Mobile phone or tablet -Wifi access	Engaging live video content to promote HCC
Create digital video content to highlight hospice and palliative care and post to YouTube, Facebook, and Instagram	-Director of Marketing -Student intern/volunteer (if available)	1 post per quarter	-Digital video camera -Video editing software -HCC care team -Patients or family members of patients	Compelling video content that builds awareness of HCC's services in the community
Post photos of the HCC team doing their normal work activities to Instagram and Facebook	Director of Marketing	1 post per week	Mobile phone or tablet	Stakeholders begin to "put a face with a name" and feel connected to the organization

Interact with social media users who comment or message HCC via social media	Director of Marketing	Daily	Computer, mobile phone, or tablet	Engagement with organizational stakeholders who interact with HCC on the social Web
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Goal 2: Generate referrals from caregivers for hospice care

Action Steps	Person(s) responsible	Timeline	Resources Needed	Expected Outcome
Create a landing page on the HCC website for caregiver referrals	-Director of Marketing -Webmaster	September 2017	-Graphics, content, and call-to-action item -Referral form -Testimonials	A landing page for referral traffic generated from social media posts and ads
Create call-to-action posts on Facebook and Instagram to encourage new patient referrals	Director of Marketing	2 posts per month	-Graphics and post content -Landing page	Increased traffic to HCC website and more new patient referrals
Create a Facebook Ads Campaign targeting the market audience in the 3 county service area	-Director of Marketing -Advertising agency or social media consultant	Ongoing ad	-Ad creative -Budget allocation	Increased traffic to HCC website and more new patient referrals

Goal 3: Improve the fundraising efforts of the organization

Action Steps	Person(s) responsible	Timeline	Resources Needed	Expected Outcome
Post fundraising events on Eventbrite Ticket Management Platform	-Director of Marketing -Webmaster	Ongoing throughout the year	-Event information/flyer -Ticket information -Donation request information	Stakeholders will be able to purchase tickets and make donations electronically from any device
Promote fundraiser events on Facebook and Instagram	Director of Marketing	Ongoing posts as events occur	-Link to event tickets website	Increased awareness of fundraising events to stakeholders
Create Facebook advertising campaigns to promote the events	-Director of Marketing -Advertising agency or social media consultant	Ongoing ads as events occur	-Ad creative -Budget allocation	Increased ticket sales and donations from fundraising events
Create Facebook Live video posts during fundraising events	Director of Marketing	Ongoing posts as events occur	-Mobile phone or tablet -Wifi access	Promotion and awareness of HCC fundraiser events

Goal 4: Attract volunteers and donors from new demographics in the target market

Action Steps	Person(s) responsible	Timeline	Resources Needed	Expected Outcome
Create an HCC Instagram profile	Director of Marketing	August 2017	-Mobile phone or tablet -Instagram app	A new social media channel to engage with the younger demographic in the target market
Post photos and videos to Instagram Stories and grid	Director of Marketing	3+ posts per week	-Mobile phone or tablet -Instagram app	Attract, engage, and retain stakeholders in the younger demographic in the target market
Develop an online repository for volunteer training	-Director of IT -IT Consultant -Volunteer Coordinator	Fall 2017	-Online volunteer training resources -SharePoint Group Site	Improve the volunteer recruiting and training process through accessible training resources

Appendix D

Social Media Guidelines for Employees and Volunteers

Guidelines for Hospice Cleveland County employees and volunteers who use social media.

Introduction

Social media is a popular communication method that can have a significant impact on the reputation of individuals and organizations. Hospice Cleveland County (HCC) has developed the following policy to provide guidelines that will help enhance and protect the reputations of employees, volunteers, and the organization when using social media.

Social media are websites or applications that enable users to create and share content or to participate in social networking, including, but not limited to:

- Blogs, discussion boards, wikis (e.g., Reddit, Tumblr, WordPress)
- Networking sites (e.g., Facebook, Twitter, LinkedIn)
- Photo/Video sharing sites (e.g., Instagram, Snapchat, YouTube)

HCC employees and volunteers need to follow the same behavioral standards in online activity as they would in offline activity. The same professional expectations, guidelines, and laws for interacting with patients, family members of patients, donors, media, community members, and other organizational stakeholders apply when participating in social media. HCC employees and volunteers are liable for anything they post online.

Policies for All Social Media, Including Personal Sites

- Ensure that your social media activity does not interfere with your HCC commitments.
- When using social media, all existing HCC policies apply. Adhere to all applicable HCC privacy and confidentiality policies, including federal requirements such as HIPAA.
- When using social media, be careful with the information you post and distinguish personal from professional comments. When your connection to HCC is apparent, make it clear that you are speaking for yourself and not on behalf of HCC.
- Use your personal email address, and not your hospicecares.cc address, as your primary means of identification on social media.
- Any posting of official HCC internal communications must be approved by the CEO or her designee.

Expectations

- **Consider your content carefully.** Privacy does not exist in social media. Assume that anything you post online is visible for anyone to see. If you

wouldn't say it in front of a patient or your supervisor, consider whether you should post it online.

- **Be professional.** Use good judgment, be respectful, and make every effort to ensure your posts and comments are accurate, factual, and honest. Errors or unprofessional language or behavior reflect poorly on HCC and may result in liability for you or HCC.
- **Disclose your affiliation.** If you mention HCC or related matters, disclose your connection to HCC and your role in the organization.
- **Set boundaries.** HCC strongly discourages “friending” of current patients on social media sites. In general, employees and volunteers in patient care roles should not initiate or accept friend requests from patients unless the in-person relationship pre-dates the treatment relationship.

Appendix E

The Efficacy of Hospice Cleveland County Facebook Ads

Many nonprofit organizations are dependent upon volunteers, corporate sponsors, and community fundraisers on meeting the financial needs of the organization. Facebook advertising is an often-overlooked method of engaging with stakeholders in the organization to promote awareness and increase financial support. To better understand the effectiveness of Facebook advertising campaigns implemented by Hospice Cleveland County, the consultant sought to determine if the metrics of sponsored Facebook posts were different than unsponsored posts. This appendix will discuss the purpose and rationale of this quantitative inquiry, detail the data collection and analysis procedures used, and present the findings of the statistical analysis of the data. Additionally, the consultant will describe the implications of the findings for Hospice Cleveland County and make recommendations for future strategy and action.

Rationale

The primary goal of the consultancy project with Hospice Cleveland County (HCC) was to utilize technology solutions and services to improve organizational processes related to digital marketing and volunteer training and reporting. Prior to the consultancy project, HCC utilized Facebook primarily as an informational tool to share updates, news, and events with stakeholders in the organization. Additionally, HCC had never purchased any ads on the platform to promote events or fundraisers.

According to Lovejoy and Saxton (2012), research on nonprofits shows that utilizing Facebook posts with a heavy reliance on basic information results in a lost opportunity for engagement with stakeholders. In October 2016, the consultant helped the Marketing Director at HCC utilize an online ticketing platform for their fall fundraiser event and began promoting the event on the Facebook ads platform via a sponsored post. From the first sponsored post in October of 2016 through the end of March 2017, HCC spent a total of \$174.30 promoting 7 sponsored posts on Facebook. Like many nonprofits, HCC has limited funds in its marketing budget to allocate towards social media marketing and the results of any new marketing endeavor must be evaluated.

Therefore, the purpose of this appendix is to address the following research question:

Research Question: Is there a difference in the reach and engagement of sponsored and unsponsored Hospice Cleveland County Facebook posts?

Method

Sample

To address the research question, the consultant collected sponsored and unsponsored post data from HCC's Facebook Insights dashboard from October 7, 2016, through March 31, 2017. The quantitative data was exported from Facebook and downloaded into a Microsoft Excel workbook. The dataset consists of post metrics for 7 sponsored

posts and 66 unsponsored posts published during the given period. To answer the research question, only three post metrics were analyzed; total reach, engaged users, and lifetime talking about. Post reach is the total number of people a page post was viewed by. Engaged users are the total number of people who clicked anywhere in a page post. The lifetime talking about metric refers to the total number of people who commented, liked, or shared a page post.

Quantitative Tools

In general, “statistics describes a set of tools and techniques that are used for describing, organizing, and interpreting information or data” (Salkind, 2017, p. 8). Measures of central tendency, or averages, is one statistic often used to describe the midpoint or typical value of a distribution. These measures include the mean, median, and mode and often provide different estimates of the midpoint of a distribution based on the shape and any outlying value. In most situations, the mean is the most commonly used measure of central tendency because it is highly stable, is not a terminal statistic, and is the basis of many inferential statistical techniques (Wienclaw, 2015).

During data analysis, the mean statistic was vital to understand the average post metrics for the sponsored and unsponsored Facebook posts. Additionally, the mean was used as the basis for the statistical examination the consultant used to determine any statistical significance via a t-test analysis. A t-test is a statistical tool used to compare the means of two groups. There are two types of t-tests; “there is the independent t-test, which can be used when the two groups under comparison are independent of each other, and the paired t-test, which can be used when the two groups under comparison are dependent on each other” (Kim, 2015, p. 540). The data used in this study are from two independent groups, sponsored and unsponsored posts, so a two-sample t-test for independent means was used.

To perform the statistical analysis of the data, the consultant used a variety of quantitative tools available in Microsoft Excel. The Data Analysis Toolpak was used to tabulate descriptive statistics on the data such as the mean, standard deviation, and variance. Additionally, the t-Test: Two-Sample Assuming Unequal Variances tool in Excel was used to perform the independent t-test on the data. These quantitative tools were used to answer the research question of this study by testing the following hypotheses:

Null Hypothesis: There is no difference in the reach and engagement of sponsored and unsponsored Hospice Cleveland County Facebook posts.

Alternative Hypothesis: There is a difference in the reach and engagement of sponsored and unsponsored Hospice Cleveland County Facebook posts.

Findings

The mean and standard deviation of the reach, engagement, and lifetime talking about metrics for the 66 unsponsored HCC Facebook posts in the dataset are tabulated in

Table 1. Table 2 displays the mean and standard deviation of the same post metrics for the 7 sponsored HCC Facebook posts in the dataset. By comparing the data, the average reach, engagement, and lifetime talking about metrics are greater for the sponsored posts in Table 2 versus the unsponsored posts in Table 1. Overall, sponsored posts in the dataset have a mean reach 527% greater, mean engagement 202% greater, and mean average lifetime talking about that is 163% greater than the unsponsored posts in the dataset.

Table 1

Unsponsored Facebook Post Metrics

<u>Reach</u>		<u>Engagement</u>		<u>Lifetime Talking About</u>	
Mean	1105.561	Mean	86.045	Mean	33.379
Standard		Standard		Standard	
Deviation	1278.339	Deviation	152.493	Deviation	69.275

Note. Statistics from 66 unsponsored HCC Facebook posts.

Table 2

Sponsored Facebook Post Metrics

<u>Reach</u>		<u>Engagement</u>		<u>Lifetime Talking About</u>	
Mean	5829.714	Mean	174.571	Mean	54.571
Standard		Standard		Standard	
Deviation	3999.369	Deviation	122.895	Deviation	39.132

Note. Statistics from 7 sponsored HCC Facebook posts totaling \$174.30 in advertising spend

While it was clear that the mean for each post metric was greater for sponsored posts compared to unsponsored posts, additional analysis of the data was necessary to test for statistical significance. The t-test for independent means was used to test the null hypothesis against the alternative hypothesis with an alpha level of .05 used for all statistical tests. The alternative hypothesis is a two-tailed, nondirectional research hypothesis. The results of the t-test analysis for the reach, engagement, and lifetime talking about metrics are displayed in Tables 3, 4, and 5 respectively.

Table 3

Reach Metric: t-test for Independent Means

	<u>Sponsored Post Reach</u>	<u>Un-sponsored Post Reach</u>
Mean	5829.714	1105.561
Variance	15994919.238	1634151.266
Observations	7	66
df	6	
t Stat	3.108	
P(T<=t) two-tail	0.021	
t Critical two-tail	2.447	

Note. t-Test: Two-Sample Assuming Unequal Variances

Table 4

Engagement Metric: t-test for Independent Means

	<u>Sponsored Post Engagement</u>	<u>Un-sponsored Post Engagement</u>
Mean	174.571	86.045
Variance	15103.286	23254.259
Observations	7	66
df	8	
t Stat	1.767	
P(T<=t) two-tail	0.115	
t Critical two-tail	2.306	

Note. t-Test: Two-Sample Assuming Unequal Variances

Table 5

Lifetime Talking About (LTA) Metric: t-test for Independent Means

	<u>Sponsored Post LTA</u>	<u>Un-sponsored Post LTA</u>
Mean	54.571	33.379
Variance	1531.286	4799.008
Observations	7	66
df	11	
t Stat	1.241	

P(T \leq t) two-tail	0.240
t Critical two-tail	2.201

Note. t-Test: Two-Sample Assuming Unequal Variances

Results of the t-test show that Hospice Cleveland County's sponsored Facebook posts reach significantly more people than their unsponsored Facebook posts, $t(6) = 3.108, p = .021$. For the reach metric, the null hypothesis has been rejected. However, the engagement ($t(8) = 1.767, p > .05$) and lifetime talking about ($t(11) = 1.241, p > .05$) metrics for sponsored posts were non-significant. Therefore, the null hypothesis has been accepted for the engagement and lifetime talking about post metrics.

Implications

Hospice Cleveland County is a nonprofit organization with a limited marketing budget available for social media and a desire for a positive return-on-investment with advertising dollars. With that being the case, the implications of the findings of this study are multi-faceted and may vary depending on the social media goals of stakeholders in the organization. The data show that for minimal amounts of advertising dollars, Hospice Cleveland County can reach significantly more people in the community via sponsored Facebook posts compared to unsponsored posts.

If the objective of the organization is to increase brand awareness in the community, the findings of this study support the effectiveness of sponsored Facebook posts. However, if the objective of the organization's social media advertising is to increase engagement, page likes, event participation, and donations via sponsored posts, the data in this study is inconclusive. Additional marketing technologies, data collection processes, and research is required to determine the efficacy of sponsored posts for the organization and will be discussed further in the recommendations section of this appendix.

One possible limitation of the findings in this study is the small number of sponsored posts ($n=7$) in the dataset, compared to the unsponsored posts ($n = 66$). Hospice Cleveland County recently began sponsoring posts to promote fundraisers, volunteer events, and referrals, but prior to the data collected for this study, only unsponsored posts were published. Additionally, further analysis of a categorical variable's relationship, such as post type (text, image, video, event, links, shares), to post metrics could be pursued using the ANOVA statistical technique (Holt, 2016).

Recommendations

Many opportunities exist to use the findings of this study to improve the social media marketing efforts of the organization. One recommendation is to develop social media marketing goals and a strategic plan so that advertising data can be analyzed for effectiveness based on defined marketing objectives. Hospice Cleveland County is committed to using social media as a marketing platform and is open to paid advertising.

Additionally, the marketing staff at HCC should participate in workshops and other ongoing professional development opportunities to stay abreast of emerging trends and strategies related to social media advertising. Social media marketing is rapidly changing with the advancement of machine learning algorithms and the wealth of data that can be mined from platform users. A commitment to continuing education is necessary for marketing professionals to remain successful on highly competitive advertising platforms.

Lastly, additional social media marketing tools should be utilized to collect data, automate processes, and improve marketing ROI. The installation of tracking pixels on the Hospice Cleveland County website and their event ticketing platform will enable the marketing team to attribute referrals, donations, and event ticket purchases to sponsored Facebook posts to determine ROI. Additionally, the implementation of an inbound marketing methodology will improve paid advertising ROI, increase organic traffic to the website, and improve community awareness and engagement with the organization.