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BRANDING AND MARKETING FOR AN ENVIRONMENTAL NONPROFIT ORGANIZATION: REVITALIZING A BRAND IN SOUTHERN ILLINOIS

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BRANDING AND MARKETING FOR AN ENVIRONMENTAL NONPROFIT
ORGANIZATION: REVITALIZING A BRAND IN SOUTHERN ILLINOIS

by

Erik Fitzgerald

B.S., Southern Illinois University, 2013

A Research Paper

Submitted in Partial Fulfillment of the Requirements for the
Master of Science

Department of Professional Media & Media Management
in the Graduate School
Southern Illinois University Carbondale
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Approved by:

Bridget Lescelius Chair

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Graduate School
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TITLE: BRANDING AND MARKETING FOR AN ENVIRONMENTAL NONPROFIT ORGANIZATION: REVITALIZING A BRAND IN SOUTHERN ILLINOIS

MAJOR PROFESSOR: Professor's Bridget Lescelius

Due to its 'social image' nonprofits have avoided marketing in the past, focusing their efforts on fundraising and promotional activities. Growing competition within the nonprofit sector has forced these organizations to re-evaluate how they think about marketing. Marketing-oriented nonprofits are out-performing their competitors who have been slow to adapt to this increasingly competitive environment. This project takes a look at a local nonprofit, the Friends of the Shawnee National Forest, that has yet to adopt this marketing orientation. This research gives insight into how a small environmental nonprofit in southern Illinois can use branding and marketing strategies to increase the number of volunteers, private donors, and corporate sponsors. This media project will also make practical recommendations to show how and why they should implement advertising strategies to maximize their results.

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CHAPTER 1

INTRODUCTION

The Shawnee National Forest is 289,000 acres of federally-managed land (US Forest Service, 2019), located in southern Illinois, spanning between the Ohio and Mississippi Rivers. Featuring six unique ecosystems and many striking geological features, the Shawnee National Forest receives nearly one million visitors annually (US Forest Service, 2019). Visitors are free to enjoy this land through a variety of outdoor recreational activities that help to support hundreds of businesses throughout southern Illinois with tourism and outdoor recreation spending.

The outdoor recreation economy makes up 2.2% of the United States National GDP, contributing 887 billion dollars in 2017 (Outdoor Industry Association, 2018). In the North- East Central Region of land managed by the US Forest Service, where the Shawnee National Forest is located, people spent 110.3 billion dollars on outdoor recreation (Outdoor Industry Association, 2018). Outdoor recreation also produced 959,000 jobs in the North-East Central Region alone (Outdoor Industry Association, 2018).

Even with these economic opportunities, public lands are under threat from politicians, patrons, and climate change. These factors are leading to a decrease in educational programs, a decrease in access, and increased maintenance cost. The Shawnee National Forest shares its funding with another 12 million acres in the eastern region of land managed by the US Forest Service.

The Friends of the Shawnee National Forest is a nonprofit organization, founded by a former US Forest Service member who saw a need to collect and allocate additional resources

for the Shawnee National Forest. Founded in 2009, the Friends of Shawnee National Forest has contributed over one hundred-thousand dollars towards their mission of land stewardship, environmental education, and responsible outdoor recreation (Friends of the Shawnee National Forest, 2018). In addition to their monetary contributions, the Friends of the Shawnee National Forest has helped sponsor and organize numerous projects and events in the Shawnee National Forest: annual Snake Road tours, trash pick-ups, trail building days, and fishing derbies.

In partial fulfillment of requirements for the Master of Science degree from the department of Mass Communication and Media Arts, I decided to complete a practical media project. Given my love for the outdoors I chose to conduct my media project on the local environmental nonprofit organization, the Friends of the Shawnee National Forest. The original purpose of my project was to; collect primary and secondary data on nonprofit branding, marketing, and advertising; implement branding and marketing strategies; collect primary data on the performance of these strategies; and analyze and discuss the results of the implemented strategies. However, after issues surfaced in my personal life and observing the pace of such an organization, it became clear that I would not be able to implement strategies in time to get conclusive results. With support from my chair, co-chair, and the Dean of the College of Mass Communications and Media Arts, I revised the purpose of my project to proposing branding and marketing strategies for the Friends of the Shawnee National Forest based on research in nonprofit branding, marketing, and advertising. With this project I hope to create a vision of how the Friends of the Shawnee National Forest can increase the number of volunteers, individual donors, and corporate partners.

CHAPTER 2

THESIS AND RESEARCH QUESTIONS

Even with the exceptional work of the Friends of the Shawnee National Forest, there is a desire to grow the organization's reach and influence. After ten years, the primary source of private donations and corporate partners is through personal networks. So how can we revitalize the Friends of Shawnee brand? How can we increase the brand loyalty? Keeping in mind the limited monetary and human resources of a nonprofit organization, how can we increase brand awareness? In order to effectively address these problems, I will investigate these questions:

Question 1: How could the Friends of the Shawnee National Forest revitalize their brand?

Question 2: How could the Friends of the Shawnee National Forest create an effective brand position?

Question 3: What are economically feasible and effective ways to create a positive brand image?

CHAPTER 3

METHODOLOGY

I took a number of approaches to answer these questions. I began my search by examining secondary sources. The benefits of this approach are that it is inexpensive and they are detailed reports from experts in their relative fields of study. Using the research tool EBSCOhost, the first keywords I searched were NONPROFIT, BRANDING, and MARKETING. These articles and journals gave insight into creating a successful nonprofit brand.

For my second series of EBSCOhost keywords I searched NONPROFIT, ADVERTISING, and MARKETING. This series of articles gave insight into how successful nonprofits market themselves. For my last series of EBSCOhost searches I used the keywords REBRANDING, COMMUNICATIONS, and MARKETING. If I was going to recommend the Friends of the Shawnee National Forest rebrand themselves, I needed evidence to support how and why they would do so.

The last source I focused on was The Outdoor Industry Association (OIA). The OIA is an organization is the national trade association for suppliers, manufacturers and retailers in the outdoor recreation industry (Outdoor Industry Association, 2018). The OIA collects data on the economic benefits of the outdoor recreation industry including product, travel, and tourism spending. This resource gave insight into who our key stakeholders are and what they stand to gain by insuring the health and access to the Shawnee National Forest.

My second approach was to collect primary data through market research. I endeavored to do this by collecting information volunteered on a market research survey. I developed three

separate surveys. One was to be distributed to the general public to find out how many people were stakeholders in public land and why; if they supported public land how and why. The second market research survey was sent out to the Friends of the Shawnee National Forest's supporters. This survey was to measure if the Friends of the

Shawnee National Forest were succeeding in their mission and what stake these supporters had in the health and access to the Shawnee National Forest. The last market research survey was to go out to the US Forest Service members stationed in the Shawnee National Forest. The purpose was to measure the perceived effectiveness of the Friends of the Shawnee National Forest, and how they could further help in their mission. The research was interrupted and the time remaining did not allow for adequate time for this type of data collection.

My third approach was personal observation. As an undergraduate student at Southern Illinois University, I had always heard that southern Illinois had some of the best rock climbing in the Midwest. After my departure from the Southern Illinois University Athletics Marketing Department, I had the time to invest into rock climbing and the outdoor recreation community. By doing this I was able to interact with the tight-knit community of outdoor recreational enthusiasts in southern Illinois, a group of key stakeholders in both the health and access to the Shawnee National Forest. There, I was able to not only observe behavior, but also engage in dialog with the people who have a genuine love for the Shawnee National Forest.

CHAPTER 4

LITERATURE REVIEW & OBSERVATION

Nonprofit marketing has become its own specific area of study and practice (Cacija, 2016). Perhaps, this is a result of the “business bias” of marketing academics and practitioners (Andreason, 2012). Aside from a lack of monetary and human resources, the reputation of marketing as a tool for profit motives is having a negative impact on the implementation of marketing strategies in nonprofit organizations (Cacija, 2016). These factors could explain the emphasis on sales and promotional activities over marketing strategies amongst nonprofits (Cacija, 2016). Maybe it’s time we reevaluate how we perceive marketing, because regardless of whether one is marketing a product or the preservation of the environment, the goal is to influence one’s behavior (Andreason, 2012).

Nonprofits that are marketing-oriented not only understand the needs of their key stakeholders better, but perform better in the marketplace (Cacija, 2016). Growing competition within the nonprofit sector is further emphasizing the need to implement a brand strategy that targets key stakeholders and executing a marketing strategy that creates a positive brand image (Cacija, 2016). Traditional advertising techniques can be used to create positive brand associations and improve brand image (Huang & Ku, 2016). Multiple studies have shown a strong link between brand image and intention to donate (Huang & Ku, 2016). An attractive brand position and a positive brand image increases trust from a nonprofits supporters (Huang & Ku, 2016).

Based on these articles, we know that the Friends of Shawnee National Forest need to adopt a marketing-oriented approach within their organization. We know they need to position

themselves with the needs of their key stakeholders in mind. We also know that we need to advertise to these stakeholders in order to create a positive brand image. So, who are these key stakeholders?

Groups of people are more likely to form around issues that affect them (Grunig, 1989). The majority of the Shawnee National Forest stakeholders are going to be individuals who visit to recreate. The Shawnee National Forest sees nearly one million visitors a year (US Forest Service, 2019). These visitors are able to participate in a variety of outdoor activities including; bicycling, camping, climbing, fishing, hiking, horseback riding, hunting, mountain biking, and a variety of water activities.

In the United States males are more likely to participate in outdoor recreation and making-up 54% of participants (Outdoor Foundation, 2018). Roughly 77% of participants were above the age of eighteen with the largest age demographic being forty-five and above at 36% (Outdoor Foundation, 2018). Individuals from households that made over fifty thousand dollars

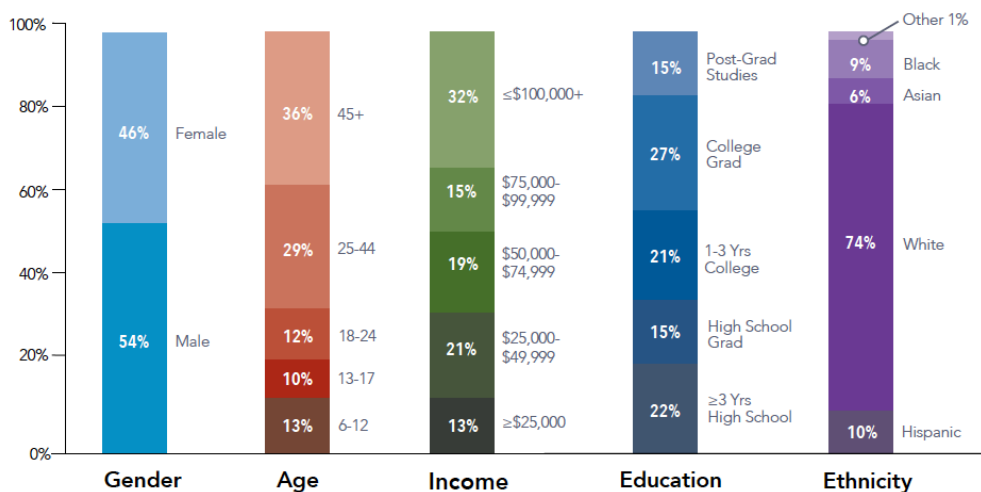


Figure 1 (Outdoor Foundation, 2018)

a year made-up 66% of participants across the US and 63% had college experience (Outdoor Foundation, 2018). Finally, caucasian's made-up 74% of outdoor recreation participants (Outdoor Foundation, 2018). In Illinois and the five states within a one hundred seventy-five-mile radius of Carbondale, (Arkansas, Indiana, Kentucky, Missouri, Tennessee), roughly 60% of residents participate in outdoor recreation each year (Outdoor Industry Association, 2018).

The frequency at which these individuals engaged in outdoor recreation varied, but over half participated between twelve and one hundred and three times in 2017 (See Figure 2). The average person had been engaging in outdoor recreation for fifteen years (See Figure 3). Only 37% of individuals had traveled over eleven miles to engage in outdoor recreation (See Figure 4). Of the individuals who did not participate in outdoor recreation 46% reported a desire to start (Outdoor Foundation, 2018). When asked what motivated these participant to get outside the respondents answered: getting exercise; be with family and friends; to enjoy and observe nature; or to experience excitement and adventure (Outdoor Foundation, 2018).

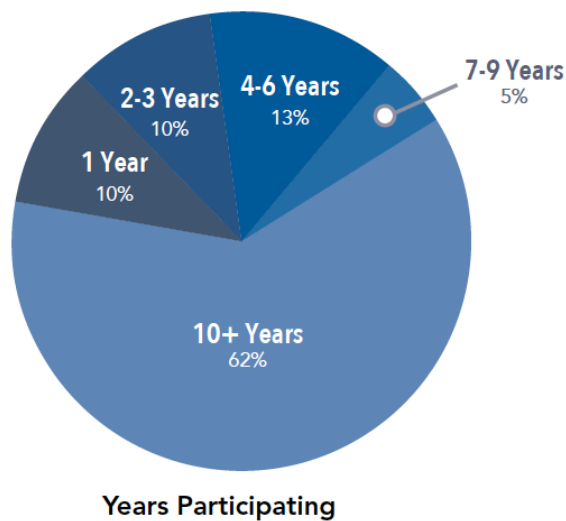


Figure 2 (Outdoor Foundation, 2018)

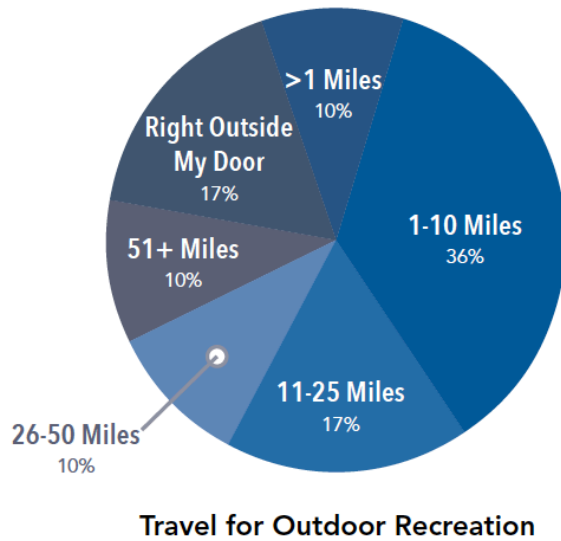


Figure 3 (Outdoor Foundation, 2018)

In addition to individual stakeholders, the Shawnee National Forest supports a variety of local businesses. Cooperative relationships, including those with other organizations, are imperative for the long-term survival of nonprofit organizations (Álvarez-González, García-Rodríguez, Rey-Garcías, and Sanzo-Pereza). Spending on outdoor recreation products in the US including: gear, apparel, footwear, equipment, services, and vehicle purchases were over one hundred eighty-four billion dollars (Outdoor Industry Association, 2018). Trip and travel expenses including airfare, fuel, lodging, groceries, lift tickets, guides, lessons and more equated to over seven hundred billion dollars (Outdoor Industry Association, 2018). In Illinois alone outdoor recreation generated two hundred thousand jobs and paid over seven billion dollars in wages and salaries (Outdoor Industry Association, 2018). Annual consumer spending on outdoor recreation in Illinois is over twenty-five billion dollars (Outdoor Industry Association, 2018).

Now that we know that they need to position themselves with their key stakeholders and who those stakeholders are, we need to know how they can effectively and economically cultivate a positive brand image. A nonprofits website is potentially the most important, but sometimes expensive, aspect of its brand image. Nonprofits can organize their website to create a specific brand image, directly influencing the likelihood of donations (Huang & Ku). This brand image is formed by the content, graphics, colors, font, layout, functionality, and links to other sites (Huang & Ku). There are two obvious answers to how to cultivate a brand image economically, being email and social media marketing. Both methods maximize reach and are relatively inexpensive or free to use. However, what kind of content would be most effective in creating a positive brand image? According to researchers, emotional appeals not only receive higher responses, but also created more positive attitudes (Erickson, 2018). Emotional reactions also cause individuals to retain information better (Erickson, 2018). In the article, "Banned MicroBeads" (2018), Hal Conick explains "The best stories make people think of their own fond memories by the water and wonder: Am I leaving a better world for my kids?". Additionally, pictures, videos, or music can help create or reinforce an emotional response (Erickson, 2018). However, too many emotional appeals can have a negative effect on an organization's followers as Hal Conick explained "Bombarding them with unfocused emails and social media posts is more likely to overwhelm than galvanize" (2018).

Rebranding is a difficult and risky process, but done correctly it can reinvigorate its base and excite potential supporters. There are several scenarios in which a rebrand becomes necessary: when a brand image is confusing or there is no brand image; the main benefit has changed; the company changes its marketing or management direction; the company is entering

into a new business with a different position; a competitor who is better positioned is entering the same market; a competitor sabotaged the company's brand image; or the culture within the organization changes (Todor, 2014). When rebranding an organization, one should not make these mistakes: Keep the same name or logo; neglect to announce the rebrand on any media channel; and fail to consult an outside strategist when implementing new strategies (Todor, 2014). Even when following these guidelines, it's important to keep in mind that a rebrand always needs to start within the organization (Todor, 2014).

Observations

As a complete participant, I spent a significant amount of time hiking or climbing with various members of the outdoor recreation community in southern Illinois. In that time, I observed a number of group traits that I believe are useful in understanding our key stakeholders. First, the community is proud of southern Illinois and the public land within it. Southern Illinois lacks the mountains, deserts, and coastlines that can be found elsewhere in the US; however, it offers a plethora of geological features to blissfully enjoy or test one's abilities against. This sense of pride in the area has fostered a tight knit community of people who are excited to share all the information and skills required to either take on a challenge or enjoy a relaxing day in nature. I also observed that the community takes personal responsibility for keeping these natural areas clean and minimizing their impact while recreating. Many either volunteer regularly, had volunteered in the past, or make a personal effort to pick up any trash in these areas. My final observation was that this community wants the area to be promoted. A common theme in conversation amongst community members was that southern Illinois does not get the credit it deserves as a destination for outdoor recreation. Many believed that with the right kind of media

and promotion southern Illinois could become a premier destination for outdoor recreation enthusiasts in the Midwest.

CHAPTER 5

REBRANDING

Friends of the Shawnee National Forest do an exceptional job at organizing and hosting events that promote land stewardship, environmental education, and responsible recreation. However, their branding, advertising, and communications has fallen short in promoting those values over the years. Due to this fact, I propose an organizational rebrand and implementing an updated marketing strategy.

The Friend of the Shawnee National Forest already has an appealing brand position as one of the only nonprofit organizations supporting the Shawnee National Forest. However, when considering which benefit to emphasize in future advertising, it is important that it aligns with what their stakeholders care about. This will create positive brand associations, increase interest from key stakeholders, and increase the likelihood of future donations. The Friends of the Shawnee National Forests key stakeholders are invested in outdoor recreation on public land and it is important to show that they are too. By creating content featuring various outdoor recreational activities, telling stories about them that connect with people, and giving information on how to recreate responsibly, the Friends of the Shawnee National Forest would be accomplishing their mission of promoting responsible recreation while connecting with their key stakeholders. An added benefit of this approach is that it creates opportunities to partner with many of the local outdoor recreational organizations and clubs for events, advertising opportunities, and content creation.

Once I decided it was appropriate to execute a rebrand of the Friends of Shawnee, I needed to design a logo. When considering designs, I wanted to incorporate an iconic feature in

the Shawnee National Forest. By doing this, the Friends of the Shawnee National Forest would create instant brand associations with potential supporters from their logo. When asking about iconic features in the Shawnee National Forest, one pops up more consistently than others:

Camel Rock in the Garden of the Gods wilderness area. Featured on the United States quarter dollar for the America the Beautiful Quarter series from 2016 (See figure 4), this is an easily-recognized feature closely associated with the Shawnee National Forest.



Figure 4

The next consideration for the new logo was how it would be used. Aside from letterhead, website masthead, social media profiles, and email signatures, which feature plain backgrounds for visibility, any branded social media content, merchandise, or print advertisements will feature background images of the Shawnee National Forest. With this in mind, I created a logo that had enough negative space to blend well with the background image, but with features and text bold enough to clearly stand out. The font I chose to represent the Friends of the Shawnee is Usual. This font is bold, blocky, and will remain timeless due to its simplistic style.

I chose to keep the current colors of dark green and white for the logo. Not only can these two colors stand out regardless of the backdrop, but they also associate well with nature and purity.



Figure 5



Figure 6

Although the Friends of the Shawnee National Forest has a well-developed mission statement, they have yet to adopt a slogan. Keeping in mind their cooperative relationship, I developed slogans to complement the US Forest Service's slogan of "It's all yours." I created a series of three slogans that work with all of the essential functions of the Friends of the Shawnee National Forest: promoting outdoor recreation and hosting educational events (1), promoting responsible outdoor recreation and land stewardship (2), and organizing volunteer opportunities and fundraisers (3).

1. "Explore what's yours"
2. "Protect what's yours"
3. "Support what's yours"

In order to get maximum reach for minimal cost, the advertising mediums that the Friends of the Shawnee National Forest should focus on are email and social media marketing. Given the type of content that the Friends of the Shawnee National Forest should produce, they should focus on social media platforms that feature visuals prominently, like Facebook and Instagram. When possible, including a relatable story can elicit an emotional response and boost engagement.

Something else to consider is that they may have a difficult time gathering these stories and sharing pictures due to their limited staff size. However, this type of marketing is important for an increase in the number of volunteers, donors, and corporate sponsors. To address this issue, strategic partnerships could be created with individuals and organizations within the outdoor recreation community. A simple trade of a recognition in a post for permission to use a picture can cut down on labor significantly.

Due to the altered brand positioning, logo change, and slogan an updated website is imperative to avoid confusion from supporters. It is important to avoid a slow or awkward change in branding. Therefore, I suggest waiting until the new website is fully developed before making the transition. I created a mock-up of the homepage to show how they can go about incorporating these new brand elements into their new website (See Figures 7 & 8).

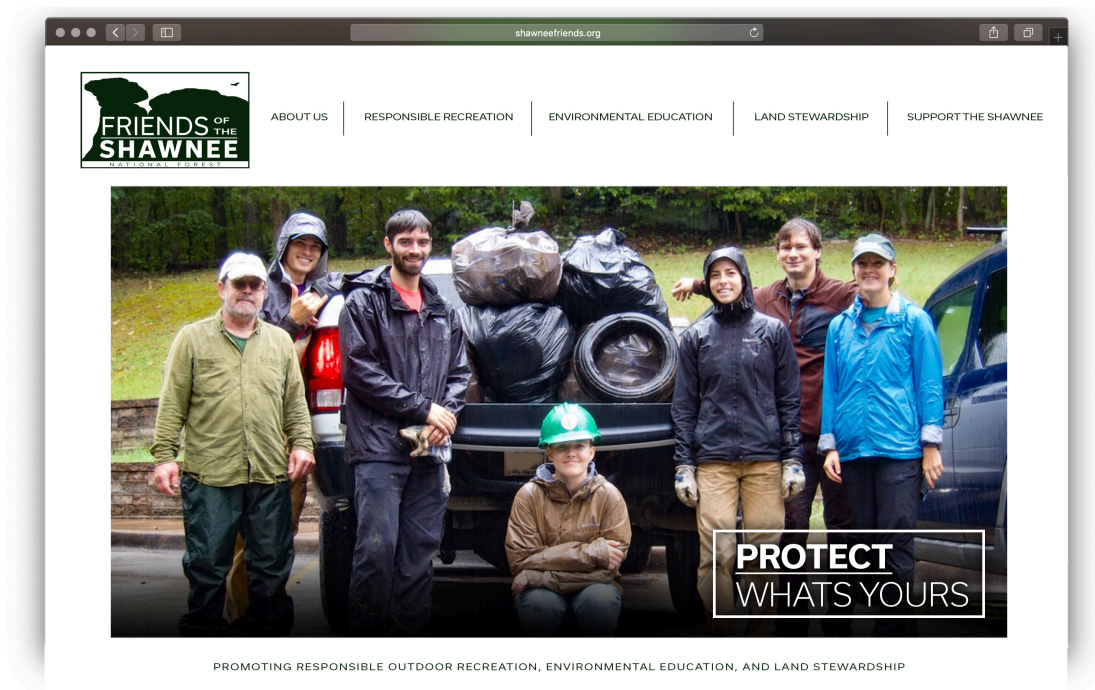


Figure 7

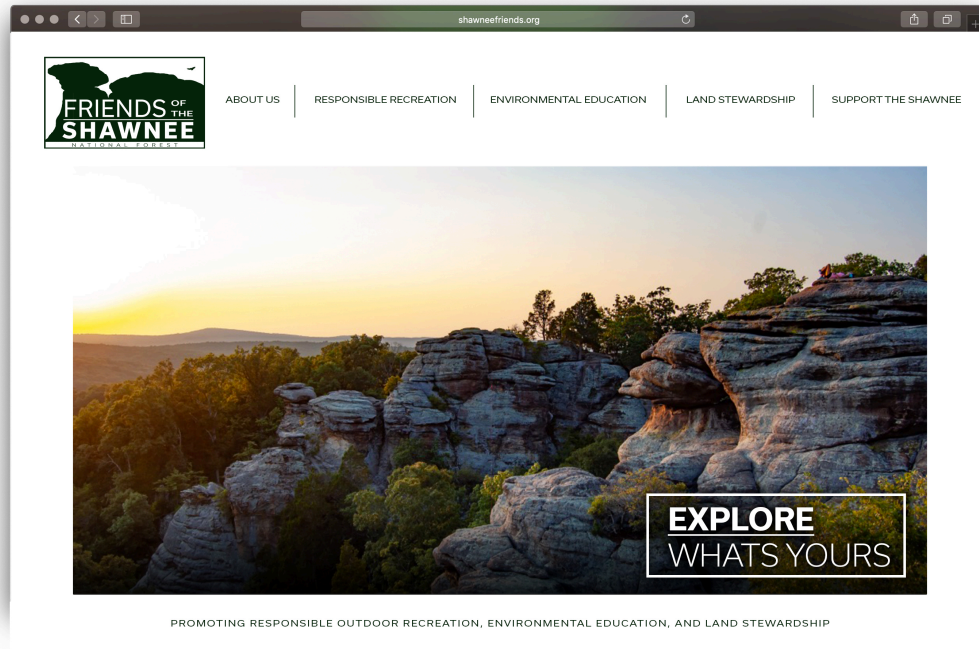


Figure 8

CHAPTER 6

ADVERTISING CREATIVE BRIEF BRAND STATEMENT

The Friends of the Shawnee National Forest is an environmental nonprofit organization that promotes land stewardship, environmental education, and responsible recreation.

Project Background

The Friends of the Shawnee National Forest is an environmental nonprofit organization founded by a former member of the US Forest Service who recognized a need for extra support in the Shawnee National Forest. Since its start in 2009, the organization has been supporting the US Forest Service by raising money for projects, organizing volunteer events to assist the US Forest Service, organizing educational events, and assisting with events that promote responsible recreation in the Shawnee National Forest. The campaign was developed to promote the Friends of the Shawnee National Forest, who provide the necessary information and support to ensure the conservation and preservation of the Shawnee National Forest.

Target Audience

With this campaign we are targeting males and females 18 and older who enjoy outdoor recreation. People whose lifestyle gets them outdoors and hold the values of conservation and preservation.

Advertising Objective

Increase brand awareness and reinforce a positive brand image.

Consumer Message

Explore what's yours. (See figures 9, 10, & 11). Protect what's yours. (See figures 12 & 13).

Support what's yours. (See figure 14)

Key Consumer Benefit

Our organization works to ensure preservation and access to the Shawnee National Forest.

Benefit Support

- The promotion of land stewardship, environmental education, and responsible recreation.
- Organizing volunteer opportunities to build and pick-up trails.
- Hosting free events to educate the community and visitors about the Shawnee National Forest and its wildlife.
- Raising money for projects in the Shawnee National Forest.

Competition

AIM Wild, Friends of the Cache River Watershed, River to River Trail Society, Shawnee Trail Conservancy, Friends of Giant City State Park, Friends of Crab Orchard National Wildlife Refuge

Advertising Tone

Bold, energetic, adventurous, and colorful

Advertising Medium

Social media, email, and print

Essential Elements

Logo, image of the Shawnee National Forest (recreation or trash), slogan that fits the image objective (encouraging responsible recreation or land stewardship)



Figure 9



Figure 10




Figure 11



Figure 12



Figure 13



FRIENDS OF THE SHAWNEE
NATIONAL FOREST

4TH ANNUAL FUNDRAISER

SUPPORT WHAT'S YOURS

FRIDAY, NOVEMBER 9TH
ALTO VINEYARDS, ALTO PASS
DOORS OPEN 6PM

IVAS JOHN BAND
SERENADING BY FREE RANGE CHICKS

TICKETS: \$40 DONATION
GET YOUR TICKETS AT WWW.SHAWNEEFRIENDS.ORG
CATERING BY _____ AT 6:30PM | VEGETARIAN OPTION AVAILABLE
LEMONADE, ICED TEA, AND WATER PROVIDED

STEWARDSHIP | RESPONSIBLE RECREATION | ENVIRONMENTAL EDUCATION

Figure 14

CHAPTER 7

LIMITATIONS

It is important to understand that the field of advertising is constantly evolving. This has never been more apparent than in today's rapidly changing media landscape. As theories on internet advertising continue to evolve and new mediums emerge from new technology, it is important for organizations to adjust their priorities accordingly.

This media project was based on research from primary and secondary sources. The recommendations I have made in this project are based on the successful practices of other nonprofits and theories of nonprofit branding, marketing, and advertising. Whereas this research is accurate and relevant for this project, no two organizations or communities are the same. Collecting primary data from key stakeholders in the Shawnee National Forest could yield useful results for further targeting. The survey's I developed for this media project are appended below.

This media project was focused on providing branding and marketing recommendations to the Friends of the Shawnee National Forest. They are a relatively small nonprofit organization based in southern Illinois with both budget and staffing limitations. Although based on research in the successful practices of other nonprofits and relevant theories, these recommendations were made with their limitations in mind. In order to apply any of these recommendations to a different nonprofit organization, one must take its unique limitations into account.

Finally, I would like to acknowledge that I took a broad approach to my media project. Given the scope of my research, I was unable to cover all aspects of social media marketing, email marketing, or website design. With that in mind, it would be important for one to expand

their research further into these topics before implementing their own advertising strategies on these mediums.

CHAPTER 8

CONCLUSION

Due to increasing competition in the nonprofit sector, marketing has become a vital tool for nonprofits to stand out from their competitors. Nonprofits with a marketing orientation perform better in the marketplace and better understand their key stakeholders. By targeting its key stakeholders, nonprofits can position themselves in order to improve their brand image and consequently increase donations, volunteers, and corporate partners. It is important for nonprofits to reinforce this brand image through its advertisements and branded materials. Traditional advertising methods not only reinforce brand image but create new positive brand associations with stakeholders. Further, advertising that contains an emotional appeal, when it is not overused or unauthentic, can increase engagement and trust in a nonprofit's mission. These emotional appeals are rendered even more effective with the use of video, audio, or photographic content. If these strategies are not employed, a brand's image can be confusing or nonexistent in the minds of its' stakeholders. When this occurs, it's time to consider a rebranding effort. Rebranding is a difficult and tricky process, even when following proper guidelines on how to execute it. That is why it is vitally important that the organization rebrands itself from within, starting with their orientation.

Based upon my research, I recommend that the Friends of the Shawnee National Forest rebrand themselves with a marketing-oriented approach. They should slightly adjust their brand position to better target their key stakeholders of outdoor recreation enthusiasts and the businesses who benefit from them. To signify this altered brand positioning to stakeholders the Friends of the Shawnee National Forest should update their logo. To create positive brand image

with key stake holders they should encourage and inform people about responsible outdoor recreation in the Shawnee National Forest. The Friends of the Shawnee National Forest should update their website and utilize social media, email, and print advertising to reinforce positive brand associations with their brand. By using emotional appeals for the preservation of the Shawnee National Forest, they can galvanize support for any future events or projects. The Friends of the Shawnee National Forest should seek out strategic partnerships with members of the community and recreational organizations that recreate in the Shawnee National Forest to generate branded video, audio, and photographic content. This will eliminate labor, increase positive brand associations, and cultivate a community around the Friends of the Shawnee National Forest.

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Appendix A - Public Lands Survey

Age

17 or younger

18-20

21-29

30-39

40-49

50-59

60 or older

Gender

Female

Male

Transgender Female

Transgender Male

Non-conforming

Other

Prefer not to answer

Race

White

Black or African-American

American Indian or Alaskan Native

Asian

Native Hawaiian or other Pacific islander

From multiple races

Some other race (please specify)

Prefer not to answer

Marital status

Married

Widowed

Divorced

Separated

Never married

Prefer not to answer

Children

Yes, all 18 or over

Yes, one or more under 18

Education

Less than high school degree
High school degree or equivalent (e.g., GED)
Some college but no degree
Associate degree
Bachelor's degree
Graduate degree
Prefer not to answer

Employment

Employed, working 1-39 hours per week
Employed, working 40 or more hours per week
Military
Not employed, looking for work
Not employed, NOT looking for work
Retired
Disabled, not able to work
Prefer not to answer

Type of work (Specify)

Household Income

Under \$15,000
Between \$15,000 and \$29,999
Between \$30,000 – \$29,999
Between \$30,000 – \$49,999
Between \$50,000 – \$74,999
Between \$75,000 – \$99,999
Between \$100,000 – \$150,000
Over \$150,000
Prefer not to answer

Which political party do you most identify with?

Republican
Democrat
Independent
Green Party
Prefer not to answer

Where do you get your news on environmental issues (rank in order)?

TV

Newspaper

Radio

Internet

Social Media

How often do you use each social media platform?

Facebook

Daily

Weekly

Monthly

Never

Twitter

Daily

Weekly

Monthly

Never

Instagram

Daily

Weekly

Monthly

Never

Reddit

Daily

Weekly

Monthly

Never

Snapchat

Daily

Weekly

Monthly

Never

Pinterest

Daily

Weekly

Monthly

Never

Public lands are held in trust for the American people by the federal government and managed by the Bureau of Land Management, the United States National Park Service, the Bureau of Reclamation, the Fish and Wildlife Service under the Department of the Interior, or by the United States Forest Service under the Department of Agriculture.

Do you think public lands are important? (Y/N)

Which do you consider yourself?

Environmentalist: The environment is to be saved, preserved, set aside, protected from human abuse.

Conservationist: The environment is something we use, so we have to conserve it and take care of it, so that others can use it in the future.

Which do you consider yourself?

Environmentalist

Conservationist

Both

Neither

How important are the following issues to you?

Conserving of public land

Extremely important

Very important

Somewhat important

Not so important

Not at all important

Managing invasive species

Extremely important

Very important

Somewhat important

Not so important

Not at all important

Ensuring healthy populations of fish and game

Extremely important

Very important

Somewhat important

Not so important

Not at all important

The preservation of public land for future generations

Extremely important

Very important

Somewhat important

Not so important

Not at all important

Protection from the use or effects of extraction industries (mining/drilling)

Extremely important

Very important

Somewhat important

Not so important

Not at all important

Global warming

Extremely important

Very important

Somewhat important

Not so important

Not at all important

Do you agree with the following statements

Public lands are well maintained.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

The current administration is doing an adequate job protecting public land.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

The government is responsible for the care and maintenance of public lands.

Strongly agree

Agree

Neutral

Disagree
Strongly disagree

The public is responsible for the care and maintenance of public lands.

Strongly agree
Agree
Neutral
Disagree
Strongly disagree

Environmental nonprofits are responsible for the care and maintenance of public lands.

Strongly agree
Agree
Neutral
Disagree
Strongly disagree

Do you think environmental nonprofits are effective in the maintenance and care of public land?

Yes
No
Sometimes
Not Sure

Have you ever volunteered or considered volunteering to help maintain public lands? (Y/N)

How far have you or would you travel to volunteer to help maintain a park? (Miles)

0-10
11-20
21-50
Over 50

Have you ever donated or considered donating to conservation or environmental nonprofits that help maintain public lands?

Yes
No

How many conservation/environmental nonprofits have you or would consider donating to?

0
1
2
Over 2

How often do you donate to environmental groups?

Once a year or more

Once every 2-3 years

Once every 4 + years

Which of these outdoor recreational activities do you participate in?

Backpacking

Boating

Cycling

Camping

Canoeing

Canyoning

Caving

Fishing

Hiking

Horseback riding

Hunting

kayaking

Picnicking

Rafting

Rock climbing

Water sports

None

How often do you participate in outdoor recreational on public land?

A few times a week

A few times a month

A few times a year

Once a year or less

Do you agree with the outdoor recreational policies/regulations on public lands?

Yes

No

Have you ever heard of the Shawnee National Forest?

Yes

No

How often do you go to the Shawnee National Forest?

A few times a week

A few times a month

A few times a year

Once a year or less

How many miles do you travel to visit the Shawnee National Forest?

0-10

11-20

21-50

Over 50

When you visit the Shawnee National Forest which of these businesses do you visit?

Camp grounds

Hotels

Gear shops

Restaurants

None

Other

Specify

Name 3 features of the Shawnee National Forest.

Which of these nonprofit organizations have you heard of?

Aim Wild

Friends of the Cache River Watershed

Friends of the Crab Orchard National Wildlife Refuge

Friends of the Cache River Watershed

Friends of the Shawnee National Forest

River to River Trail Society

Illinois Climbers Association

Shawnee Trail Conservancy

None of the above

Other

Specify

How did you first hear about them?

Google search

Social media

Colleague

Friend

Other

Specify

Do you donate or volunteer with any of these organizations?

Which ones? Why?



Do you recognize this logo?

Yes

No



Do you know where this is?

Yes

No

Please Specify

Appendix B - Friends of the Shawnee National Forest Survey

Age

17 or younger

18-20

21-29

30-39

40-49

50-59

60 or older

Gender

Female

Male

Transgender Female

Transgender Male

Non-conforming

Other

Prefer not to answer

Race

White

Black or African-American

American Indian or Alaskan Native

Asian

Native Hawaiian or other Pacific islander

From multiple races

Some other race (please specify)

Prefer not to answer

Marital status

Married

Widowed

Divorced

Separated

Never married

Prefer not to answer

Children

Yes, all 18 or over

Yes, one or more under 18

Education

Less than high school degree

High school degree or equivalent (e.g., GED)
Some college but no degree
Associate degree
Bachelor's degree
Graduate degree
Prefer not to answer

Employment
Employed, working 1-39 hours per week
Employed, working 40 or more hours per week
Military
Not employed, looking for work
Not employed, NOT looking for work
Retired
Disabled, not able to work
Prefer not to answer

Type of work (Specify)

Household Income
Under \$15,000
Between \$15,000 and \$29,999
Between \$30,000 – \$29,999
Between \$30,000 – \$49,999
Between \$50,000 – \$74,999
Between \$75,000 – \$99,999
Between \$100,000 – \$150,000
Over \$150,000
Prefer not to answer

Which political party do you most identify with?
Republican
Democrat
Independent
Green Party
Prefer not to answer

Where do you get your news on environmental issues (rank in order)
TV
Newspaper
Radio
Internet
Social Media

How often do you use each social media platform?

Facebook

Daily

Weekly

Monthly

Never

Twitter

Daily

Weekly

Monthly

Never

Instagram

Daily

Weekly

Monthly

Never

Reddit

Daily

Weekly

Monthly

Never

Snapchat

Daily

Weekly

Monthly

Never

Pinterest

Daily

Weekly

Monthly

Never

Environmentalist: The environment is to be saved, preserved, set aside, protected from human abuse.

Conservationist: The environment is something we use, so we have to conserve it and take care of it, so that others can use it in the future.

Which do you consider yourself?

Environmentalist

Conservationist

Both

Neither

How important are the following issues to you?

Conserving of public land

Extremely important

Very important

Somewhat important

Not so important

Not at all important

Managing invasive species

Extremely important

Very important

Somewhat important

Not so important

Not at all important

Ensuring healthy populations of fish and game

Extremely important

Very important

Somewhat important

Not so important

Not at all important

The preservation of public land for future generations

Extremely important

Very important

Somewhat important

Not so important

Not at all important

Protection from the use or effects of extraction industries (mining/drilling)

Extremely important

Very important

Somewhat important

Not so important

Not at all important

Global warming

Extremely important

Very important

Somewhat important

Not so important

Not at all important

Do you agree with the following statements?

The Shawnee National Forest is well maintained.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

The government is responsible for the care and maintenance of the Shawnee National Forest.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

The public is responsible for the care and maintenance of The Shawnee National Forest.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Environmental nonprofits are responsible for the care and maintenance of the Shawnee National Forest.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

How did you first hear about the Friends of the Shawnee National Forest?

Google search

Social media

Colleague

Friend

Other

Specify

Do you donate, volunteer, or both for the Friends of the Shawnee National Forest?

Donate

Volunteer

Both

Niether

How often do you volunteer?

Once a year or more

Once every 2-3 years

Once every 4 + years

How many miles would you travel to volunteer?

0-10

11-20

21-50

Over 50

Why do you volunteer for the Friends of the Shawnee National Forest? (Select all that Apply)

It's an important part of the public's responsibility

I want to preserve our natural areas

It's a fun way to spend an afternoon

Other

Please Specify

How often do you Donate to the Friends of the Shawnee?

Once a year or more

Once every 2-3 years

Once every 4 + years

Do you think the Friends of the Shawnee National Forest are transparent in their use of donated funds? (Y/N)

Do you think the Friends of the Shawnee National Forest are using donations effectively to support the Shawnee National Forest? (Y/N)

If no: What would you like to see done with donations?

How important are the following functions of the Friends of the Shawnee National Forest?

Organizing volunteer events

Very important

Fairly important

Slightly important

Not at all important

Raising awareness for issues affecting the Shawnee National Forest

Very important

Fairly important

Slightly important

Not at all important

Selling apparel and merchandise at Ranger Stations

Very important

Fairly important

Slightly important

Not at all important

Encouraging outdoor recreation in the Shawnee National Forest

Very important

Fairly important

Slightly important

Not at all important

Organizing educational events in the Shawnee National Forest

Very important

Fairly important

Slightly important

Not at all important

Which of these activities could the Friends of the Shawnee be doing better at? (Select all that apply)

Organizing volunteer events

Raising awareness for issues affecting the Shawnee National Forest

Selling apparel/merchandise at Ranger Stations

Encouraging outdoor recreation in the Shawnee National Forest

Organizing educational events in the Shawnee National Forest

Which of these outdoor recreational activities do you participate in?

Backpacking

Boating

Cycling

Camping

Canoeing

Canyoning

Caving

Fishing

Hiking

Horseback riding

Hunting

kayaking

Picnicking

Rafting

Rock climbing

Water sports

None

How often do you participate in outdoor recreational in the Shawnee National Forest?

A few times a week

A few times a month

A few times a year

Once a year or less

Do you agree with the outdoor recreational policies, rules and regulations on public lands? (Y/N)

How many miles do you travel to visit the Shawnee National Forest?

0-10

11-20

21-50

Over 50

When you visit the Shawnee National Forest which of these businesses do you visit?

Camp grounds/hotels

Gear shops

Restaurants

None

Other

Specify

Name 3 features of the Shawnee National Forest.

Which of these other nonprofit organizations have you heard of in the Shawnee National Forest?

Aim Wild

Friends of the Cache River Watershed

Friends of the Crab Orchard National Wildlife Refuge

Friends of the Cache River Watershed

Friends of the Shawnee National Forest

River to River Trail Society

Illinois Climbers Association

Shawnee Trail Conservancy

None of the above

Other

Specify

Do you donate or volunteer with any of these organizations?

Which ones? Why?

Appendix C - US Forest Service Survey

Do you work in the Shawnee National Forest? (Y/N)

Age

17 or younger

18-20

21-29

30-39

40-49

50-59

60 or older

Gender

Female

Male

Transgender Female

Transgender Male

Non-conforming

Other

Prefer not to answer

Which political party do you most identify with?

Republican

Democrat

Independent

Green Party

Prefer not to answer

Environmentalist: The environment is to be saved, preserved, set aside, protected from human abuse.

Conservationist: The environment is something we use, so we have to conserve it and take care of it, so that others can use it in the future.

Which do you consider yourself?

Environmentalist

Conservationist

Both

From your observation, do you think the number of visitors to the Shawnee National Forest is up?

Yes significantly

Yes
Unchanged
Down
Down significantly

How aware is the public of ways to help, support and maintain the Shawnee National Forest?

Very aware
Slightly aware
Not at all aware

What is the public's role is in the care of the Shawnee National Forest?

Is the public is doing enough to help, support and maintain the Shawnee National Forest? (Y/N)

The current presidential administration is not managing public lands well.

Strongly agree
Agree
Neutral
Disagree
Strongly disagree

I am concerned that budget cuts are going to hurt our ability to manage US National Forests.

Strongly agree
Agree
Neutral
Disagree
Strongly disagree

Which outdoor recreational activities do you observe visitors participating in? Rank from MOST to LEAST.

Backpacking
Boating
Cycling
Camping
Canoeing
Canyoning
Caving
Fishing
Hiking
Horseback riding
Hunting
kayaking
Picnicking

Rafting
 Rock climbing
 Water sports

To what degree do nonprofit organizations help or hinder the mission of the US Forest Service maintain and care for National Forests?

How important are the following functions of Nonprofits?

Organizing volunteer events

Very important
 Fairly important
 Slightly important
 Not at all important

Raising awareness for issues affecting the Shawnee National Forest

Very important
 Fairly important
 Slightly important
 Not at all important

Selling apparel and merchandise at Ranger Stations

Very important
 Fairly important
 Slightly important
 Not at all important

Encouraging outdoor recreation in the Shawnee National Forest

Very important
 Fairly important
 Slightly important
 Not at all important

Organizing educational events in the Shawnee National Forest

Very important
 Fairly important
 Slightly important
 Not at all important

Which of these activities could nonprofits be doing better at? (Select all that apply)

Organizing volunteer events
 Raising awareness for issues affecting the Shawnee National Forest
 Selling apparel/merchandise at Ranger Stations
 Encouraging outdoor recreation in the Shawnee National Forest

Organizing educational events in the Shawnee National Forest

Are there any important functions of environmental nonprofit organizations that are not included?

Which of these nonprofits have you heard of or worked with?

Aim Wild

Friends of the Cache River Watershed

Friends of the Crab Orchard National Wildlife Refuge

Friends of the Shawnee National Forest

River to River Trail Society

Others

Specify

Name 3 features of the Shawnee National Forest.

VITA

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Research Paper Title:

Branding and Marketing for an Environmental Nonprofit Organization: Revitalizing a
Brand in Southern Illinois

Major Professor: Bridget Lescelius