



KWOA MEMBERSHIP PROJECT!

By: Jacob Murray, Sarah Hays,
Steven Bloom, Calvin Hornung

EXECUTIVE SUMMARY

This paper reviews current issues within KWOA as an organization. Topics such as setting goals, designing messages, and developing materials will be covered and discussed. Several different ideas will be presented throughout the paper which all work towards obtaining new members for the Kentucky Woodland Owners Association.

TABLE OF CONTENTS

Identifying the Problem

(Page 2-3)

Setting Goals & Objectives

(Page 3-6)

Working with Partners

(Page 6-8)

Understanding your Audience

(Page 8-10)

Designing Messages

(Page 10-12)

Developing Materials

(Page 12-14)

Getting the Word Out

(Page 14-16)

Evaluating and Learning

(Page 16-18)

Identifying the Problem.

Challenges KWOA is Currently Facing.

In Kentucky, as in most of the eastern United States, a large majority of forested land is privately owned. Nearly 50% of all Kentucky land is covered with forests, and 88% of this timberland is owned by more than 423,000 private landowners (Forest Fact Sheet). These forests provide a host of benefits to everyone in the state, from filtering clean water and providing habitat for valuable game species, to contributing \$13 billion to Kentucky's economy and supporting nearly 60,000 jobs.

The Kentucky Woodland Owners Association (KWOA) offers valuable forest stewardship education to its membership, with focus on key initiatives such as forest health, timber theft, wildfire management, and more. However, KWOA faces challenges reaching and engaging more of Kentucky's family forest owners.

Our group has been tasked with working with the Kentucky Woodland Owners Association (KWOA) to develop a plan in order to achieve a specific goal. After speaking with Doug McLaren and some of the board members of KWOA, we determined that the main objective for this project would be to develop a strategy to obtain more membership throughout Kentucky for KWOA. There are also some side objectives that we brought up in the meeting such as promoting sustainable forestry to landowners and developing strong partnerships with other organizations to give KWOA more credibility in the state. With these objectives comes a few challenges that our group will have to find ways to overcome throughout this project. The first challenge that was brought up is the lack of current membership in the organization. With around 170 active members, KWOA currently does not have a loud voice in the state which limits its ability to get its message of sustainable forestry spread. As seen in a survey done by the University of Kentucky, private landowners own a majority (78%) of the state's forest resource. (Leitch et al. 2013) With such a large number of landowners owning woodland throughout Kentucky, we should have a large audience that has a predisposition to listen to our message. However, currently this is not the case which means our group will have to develop new ways of communicating to these landowners to get them interested in KWOA.

The second challenge the organization faces is a result of its first challenge, lack of funding. KWOA currently has a \$35 membership fee, when factoring in current membership KWOA has a total budget of around \$6,000 coming from this fee alone. This will be critical to factor in when developing our strategy, we will have to find ways that are both mission effective as well as cost effective to be successful.

The Context for these Challenges and Figuring Out if They Exist Elsewhere.

Figuring out the context for why KWOA is currently struggling to find new members is the key to developing a strategy to overcome this obstacle. As said in the TELE guide, *“it is unreasonable to expect landowners to jump from knowing nothing about forest management to being a model owner who implements management practices.”* This can also be applied to the current lack of membership; it is difficult to get landowners to join KWOA without having a good incentive for them to join. This is not a problem that is specific to KWOA, organizations across the world often are faced with figuring out how to appeal to different audiences and get their message heard and applied within each of these audiences. An example of this can be seen in a study about how China’s forestry management programs have evolved over the last 40 years, *“Even though the country’s forestry and forest products industry have made great achievements, there remain a series of problems, as reflected in the poor quality and productivity of forests, especially its plantations, and the expanding gap between domestic timber production and consumption.”* (Ke. 2019) We can see from this example that even though progress in one area was made, it does not mean the challenge as a whole was overcome. Progress is relative, and we will need to come up with a good system to evaluate how far we’ve come when implementing the strategies that will be discussed later in the paper.

What Can We Learn from the Success & Failures of Other Organizations as Well as KWOA Itself?

Evaluating KWOA’s current methods of obtaining new members to figure out what’s working best and what isn’t working will be the first step in figuring out the path we will need to take for the rest of the project. We can also look at other similar organizations in the state such as KDF, WOI, AMJV, etc. to figure out what strategies they are using that are effective for them. Learning how other organizations target specific audiences could be a useful learning tool that could help KWOA to develop strategies that work best for the message we are trying to promote. We also can learn from the failures of other organizations as well as KWOA itself. Sometimes the best way to learn how to do something, is to learn how not to do something. By knowing what strategies don’t work for any given audience, we can tailor our strategy to fit any given situation in the best way possible.

Setting Goals and Objectives

Defining Project Goals.

It is important to define our project goals ahead of time so we can set objectives that are specific, measurable, attainable, relevant, and time sensitive (Bjerke and Ranger, 2017). Establishing clear goals will help KWOA focus our energy and resources in an efficient manner. Identifying a key project goal involves finding and amplifying areas of overlap among landscape needs, our organization's mission and expertise, and funding opportunities (TELE). Once our vision is established, we can determine what steps we need landowners to take to achieve our goal and identify ways that we can facilitate and assist them in their path to engagement.

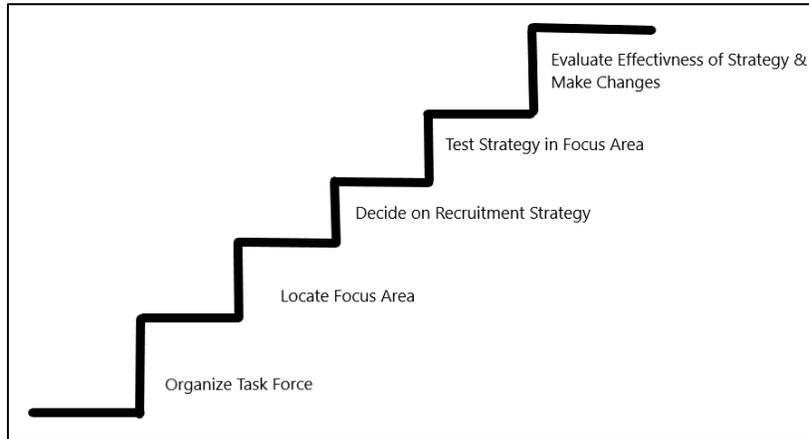
The Introducing the Problem section of the paper outlined different obstacles that KWOA as an organization is currently trying to overcome. However, after speaking with Doug McLaren, Henry Duncan, and Steve Perry it was made apparent to us that there is a singular target goal that KWOA would like us to help them achieve. This goal is obtaining new members and retaining old members in order to grow the organization in a way that will allow them to have a bigger footprint in the other activities that they want to be involved in. Now, while this may sound like a simple task, KWOA has struggled in the past to gather new members which could be due to a variety of different reasons such as ineffective marketing, disengagement of current members, etc. As Doug McLaren stated, "Over the past 20 years we have just barely managed to retain around 170 active members." This is a large problem for the organization and definitely should be our main goal of this project.

From Project Goals, to Organizational Action.

KWOA has a problem that has no easy solution or a right or wrong way to solve it. Gathering new members to an organization can be challenging as each area will have different cultural beliefs and views that go along with them. For example, you may find an area that has a heavy wood industry influence where the population is interested in active forest management. This wouldn't be surprising in Kentucky as, "*Wood industries employ one out of every nine manufacturing workers in the state.*" (UK Extension) However, you may find an area where the wood industry isn't an economic driver, such as Lexington or other urban areas. Figuring out different marketing strategies to pull members in from each of these different areas will be key in expanding the organization over time. To do this the organization could develop test areas in which different marketing strategies are deployed and analyzed to see which strategy works best in each environment. This will save the organization both time and money down the road. The TELE guide offers us a great tool to developing these types of studies known as the ladder of engagement. While TELE uses this ladder to focus on landowner engagement, we can rework

the ladder for our purposes to list out the steps to setting up a study like the one described above. Below is an example of what this ladder may look like.

Ladder of Engagement: (Specific Area Study example)



Choosing SMART Objectives.

Now that we know what our main objective is, we can begin looking in more detail at smaller goals that will allow us to build up to achieving this main objective. To do this, we will utilize TELE’s SMART objective guidelines. These guidelines tell us that our objectives need to be specific, measurable, attainable, relevant and time bound. With these guidelines, we can start looking at some of the issues brought up in the interview. To start, the organization needs to take a look at its membership cost and what it is providing to its members in return. *“Money not only influences customers’ choice behavior at the pre-purchase phase but also affects their intention to recommend and return behavior at the post-purchase phase.”* (Hesham et al. 2004) What this means is that there could be a disparity in the cost-benefit ratio of membership within the organization, are members getting their money’s worth by joining and if not, what can be done to change this? If members do not feel like they are gaining anything from being in KWOA, we will lose them. There are several ways to involve / give back to your members which will be discussed in later sections of this paper.

Another SMART objective to look into is the activities of the organization. Currently KWOA works with several partners to host different programs across the state and works to promote good forestry practices to its current members. With that said, KWOA itself has a

definite economic and personnel constraint when trying to setup programs of their own. It would be worth looking into different ways KWOA can work around these constraints to get their name out there without relying solely on their partners. As shown in a study about brand loyalty, *“Users will continue to follow the brand if their needs align with what the brand provides.”* (Tang. 2018) In other words, we need to make KWOA appear as an organization that landowners can relate too directly and make it apparent that the organization can help them to achieve their management objectives.

Working with Partners.

Identifying Potential Partners.

Now that we have outlined some of our project goals, we can begin to look into developing partnerships with other organizations to help us meet these goals. Working together with partner organizations can be a powerful way to achieve your own group’s goals, as every partner brings their own expertise, skillset, and knowledge base to the table. When identifying these new partners, we must keep a few things in mind. First, any partner we identify must be willing to be an active partner with our organization, it is a waste of time and resources to develop partnerships with bystander organizations. As said in an article written about effective partnerships in business, *“To be successful, alliances require representatives from allied organizations to work effectively as selling partners.”* (Brock 1997.) Second, we will need to identify partners that can help us directly achieve our main goal, which is to gather more members.

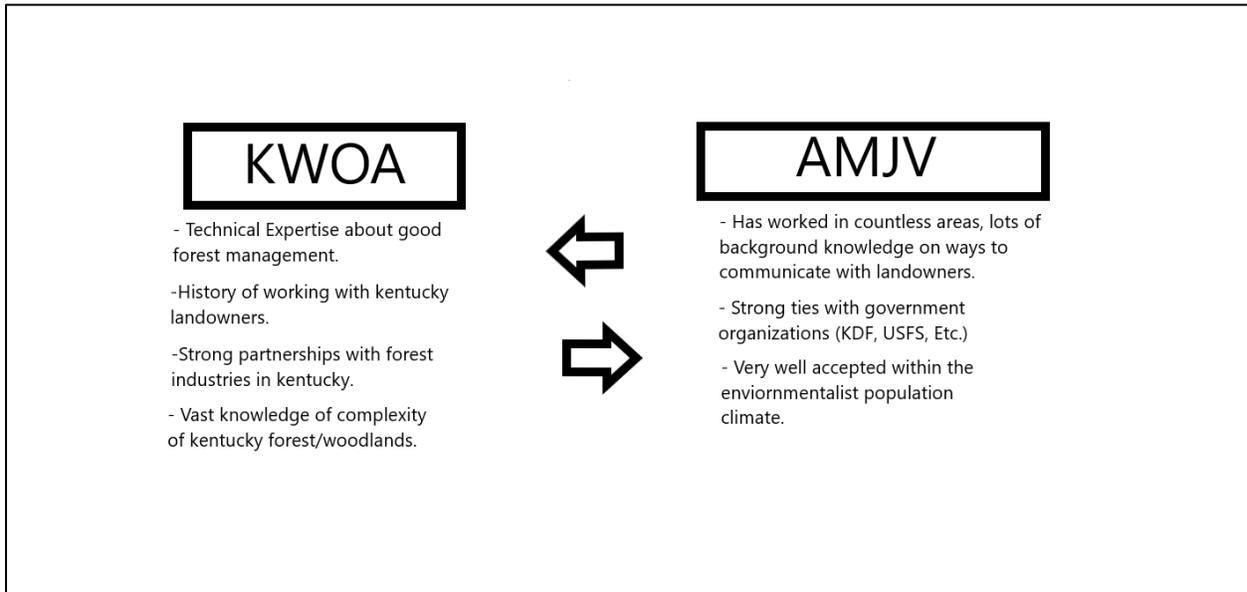
KWOA currently works with a variety of organizations such as the NRCS, KDF, and UK Extension Service however there are a several of other organizations that could help us with our main goal. For example, the Appalachian Mount Joint Venture is extremely active in eastern Kentucky, by working with them on a few projects it could give us a foot in the door with some of the communities in these areas. We could work with local schools in target areas and run programs based on youth education which in turn may provide us with members in a lower age class, diversifying our organization as a whole. Another example would be working with different state and city parks to run educational workshops about forest management to get communities involved and get our name in the heads of the individuals in these communities.

Framing the Partnerships.

As said above it will be critical that we develop partnerships with organizations that are going to be active and ready to work with us. A key component of developing these sort of working relationships is developing a framework of each partnership. A good way to think about these frameworks is figuring out a chart of the benefits of each partnership to each

organization within the partnership. Below is an example of the benefits of partnering with an organization such as AMJV. The point of the framework is to understand what each organization is contributing to the partnership. Without knowing what each side is contributing it will be difficult to effectively set up programs that can help both organizations work towards their overarching goals. Basically, what is each organization bringing to the table?

(Example of a partnership framework between KWOA and AMJV.)



Choosing Representatives.

Now that we know what type of partners we are looking for and how to setup the framework for each partnership, we need to look into figuring out who will be our representatives in these partnerships. As for KWOA, this is quite simple due to the organizations current structure. With a president and a board, it would make sense for the representatives to come from one of the board seats in each partnership. It will be important that the selection of each representative is thought about entirely, as said in an article about effective leadership, a strong leader *"establishes a clear direction and vision for the team, while listening and providing support and supervision to the team members."* (Nancarrow 2013.) The representative of each partnership needs to be hardworking and extremely involved in the projects that these partnerships create. Without a strong representative of KWOA even our best partnerships will fall flat due to lack of communication between the organizations.

Managing the Partnership.

Once we have developed our partnerships and elected representatives to them, we need to think about how we can manage the partnership to not only maintain a good relationship with our partner organization, but also continue to benefit from the partnership long term. To do this we must constantly be thinking about what we wish to achieve and what resources we have to achieve these goals. As said in an article about maintaining strong partnerships, two of the most important aspects of managing a partnership are “(1) *balancing the partnership’s resources with its scope of activities; and (2) employing a flexible and informal partnership structure.*” (Leach 2001.) Basically, KWOA needs to work with its partners to set achievable goals based on economic capabilities, personal constraints, and time constraints. It will be important for KWOA to work with its partners to develop an understanding of the overall capability of each organization in order to manage the partnership effectively long term. By keeping a constant line of communication open in these partnerships KWOA should be able to develop strong relationships with its partners which will in turn provide effective work between the organizations.

Understanding your Audience.

Picking an audience.

So far, we have covered several topics including finding project goals, identifying organizational problems and developing strong partner relationships with other organizations. Now, we must look at figuring out what audience we want our message to go to and how to reach this audience in the most effective way possible. The first step in getting the organizations message out is selecting a target audience. Earlier in the paper I referenced a marketing technique that allows us to test different marketing strategies by doing micro studies in specific target areas. With this strategy in mind we can begin identifying key areas in Kentucky to do these studies in based on different cultural and socio-economic factors. Some of these factors include the geography of the land, orientation of the people to their land, previous activities that have taken place in the area, and the ability of the common populace to act. (TELE) By keeping these factors in mind we can narrow our list of potential areas to a list of areas where we should expect the most success from our marketing studies.

Landowner Types.

Now that we have an idea of how to find target areas for our study, we need to look more deeply into what different type of individuals we may expect to find in each of our target areas. As stated in an article about the shifting cultural norms and its effects on marketing, “*With the challenges presented by new media, shifting media patterns, and divided consumer*

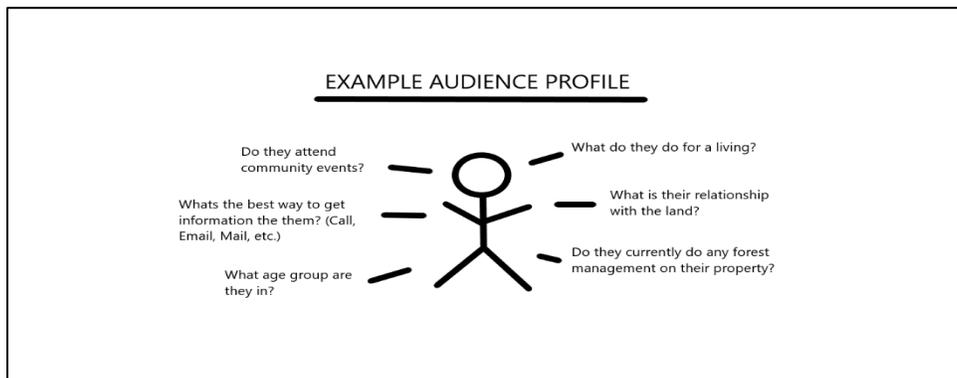
attention, the optimal integration of marketing communications takes on increasing importance.” (Batra 2016.) This tells us how important it is to understand that each person will carry a different set of ideals and go about their day in a different manner than the next person. Understanding these different landowner types could allow us to better reach these individuals and possibly allow us to pull members from a larger pool.

TELE gives us a good rundown of the four basic landowner types that we will probably be faced with when designing our studies. These landowner types are woodland retreat owners, individuals who work the land, individuals who receive supplemental income from the land, and individuals who are uninvolved with the land. It will be important that we realize these four groups each have different ideals towards the land they own or work on. This means that one strategy or selling point that may get one of these groups to join the organization may not interest an individual from another group at all. By developing different marketing strategies that target each of these groups individually we will have a much more successful chance of obtaining new members from each type of landowners. *“Public perception of the facility will depend in large part on how well it is operated. Fair and uniform enforcement promotes the facility and maintains public acceptance.”* (Paiewonsky 1997.) Basically, the better prepared we are to face each type of landowner, the more accepting they will be of our message.

Audience Profiles and How We Can Develop One.

We’ve covered how to pick a target area and landowner types but now we need to figure out how to rework our message to reach these different types of individuals. One way we can do this is by building audience profiles for these different types of landowners to allow us to better understand them. An audience profile is basically a summary of the different characteristics that make up a certain audience group. I have added in a sample illustration of what one may look like for our purposes below.

(Example of Audience Profile.)



We can gather this information in a variety of ways such as interviews with local landowners, mailings to areas we may be interested in targeting, as well as attending community events and getting a feel for the attitude and behaviors of the people in the area. By gathering this data, we will be able to mold our marketing strategy for each target area into something that will directly relate to the individuals who live in these areas. This will allow us to save resources by not using techniques that may not be effective in the area and it will save us time as well by directly targeting the specific individuals that we want to join our organization. By constructing audience profiles for different areas, we will be able to start making links between effective strategies for gaining new members in more complex areas in the future. By utilizing the target area approach I have been talking about we will be able to fine tune our strategy for building these profiles which we will be able to expand on as the organization grows over time.

Designing Messages

Components of an Effective Message

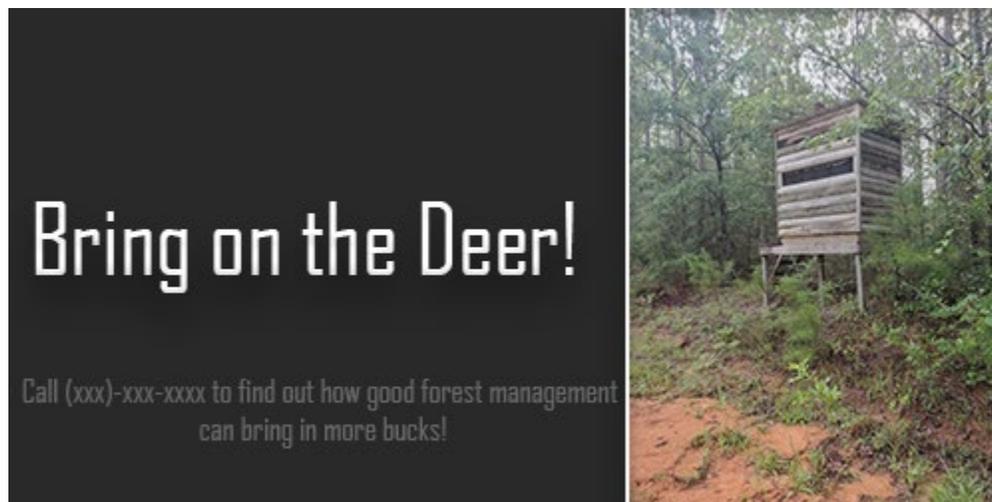
Now that we know how to set our goals and objectives, work with partners, and understand our audiences we can begin to design messages that will promote our organizations overall mission. When designing these messages, we need to keep in mind what makes up an effective message. TELE tells us that an effective message has three main components, the first being core content. This component relates to the “Call to action” or attention getter section of the message. The next component is the supplementary content, this portion addresses the benefits of whatever action your detailing or why they should listen to you. Finally, we get to the last section, the personality of the message. This may be the most important component in terms of getting someone’s attention as it deals with the style/tone of the message. As stated in an article about measuring a messages effectiveness, *“The design of an advertising message helps to determine whether people will pay attention to it, whether they will look at it or hear it, whether they will understand it, whether they will remember it, and whether it will affect what they do.”* (Lucas et. all 1963.) Basically, how a message looks and makes our audience feel will determine whether or not it is effective.

The Reason to Act

As stated above, figuring out our reason to act in each of our messages will be an important step in reaching our audiences. We have touched on earlier in the paper how different audiences will look to gain different benefits from joining KWOA and here is where that really becomes important. When designing a message for any of our target audiences, we will have to figure out what benefit they can receive from KWOA and use it as a selling point in our message. The TELE guide offers a tool for us to use when doing this to simplify the process

known as the Because Statement. It goes as follows, “(Landowner Audience x) will take (Action y) because (Compelling reason to act).” By using this tool, we can outline a scenario for designing messages for all of our target audiences. For example, I have created a sample message below which we can look at to see how this process may look in practice. In this example, we can break down the message into the Because Statement segments to figure out how the message was put together. If we do this we should expect to come out with a Because Statement that looks a little bit like this, *(Hunters) will (Contact KWOA) because (They want to find out how good forest management can bring more deer on their land).*

(Example of Because Statement created Message) Photo taken by Jacob Murray (Bay Minette, AL)



By understanding how the Because Statement can be utilized to create this message, reworking the statement to fit other interest groups becomes very easy. It is important to keep in mind while creating these statements that the landowner must be able to do the action your asking of them. Whether it be time, finances, or knowledge, there will always be a step to overcome for the landowner to meet your request, by making your Because Statement as obtainable to the landowner as possible you stand the best chance at attracting them to the action.

Messages with Personality.

When creating messages, we must keep in mind that one of the most important components of creating an effective message is to develop personality within the message. As stated in an article about effective marketing strategies, “*It is proven that brand personality plays a significant role in ensuring brand loyalty, forming favorable attitudes towards the brand and enlarging brand equity.*” (Eleonora 2014.) When someone looks at our message, the personality or feeling behind it will be a large reason on whether or not they act on our call to

action. By understanding all of the components of a strong and effective message we will be able to communicate the mission of KWOA to each of our target audiences in a unique and effective way which in turn will allow us to be much more efficient in our mission to find more members statewide.

Developing Materials.

Writing for Impact.

Now that we have covered designing messages, we can begin to look into developing materials to distribute to our target audiences. There will be several things to keep in mind when doing this in order to develop effective materials that will promote our objective. One of the most important steps to developing strong materials will be writing with purpose. TELE tells us that we need to use language that is focused, understandable, and relatable. This means we need to deliver a strong message but do it in a way that isn't a lengthy word document or long paper that someone will have to read through. We will need to be concise and directly to the point with our materials. As an example of how this looks in practice there are three examples of postcards below, one which is concise and to the point, one which is personal and one which is lengthy.

Example 1. Concise example.

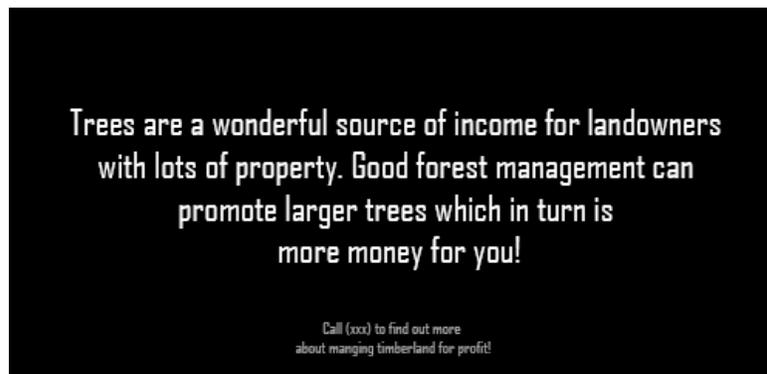


Example 2. Personal example.



(Photo Credit: Sarah Hayes Images from google & forestryimages.org)

Example 2. Lengthy example.



When looking at these three examples we can take note of a couple key concepts. First, the amount of text on the first image is significantly less than that of the second image. Even though both images are telling the same message, the first is much more concise and easier to understand. Next, we can look at the personality of the three images. The first and second image have a playful but still informative message while the third is more of a definition of how good forest management can help the landowner. When developing our materials, it will be important to keep in mind that a lot of text without personality is typically a massive turnoff for any audience. As said in an article about effective avenues of marketing, *“Messages found to be effective are relevant to the target audience, contain reliable information, are rapidly distributed at appropriate times, and are repeated. Those containing information that is easily received and understood have also been found effective.”* (Casey 2012.) This tells us that we need to match our messages to our audience. If we have a positive initial response to our message, we will have a greater chance of the individual remembering our message over time.

Imagery to support the message.

As seen in the examples above, good imagery can make a world of difference between a message that will be readily received by your audience and one which will be ignored by your target audience. As said in an article about effective advertising strategies, *“Effective campaigns differed in their creative strategy, rational versus emotional appeals and the presence of a brand-differentiating message.”* (Charles 2002.) Different images can provide different emotional responses in the person receiving the materials. By understanding what type of images will be most effective for promoting the desired response in our target audiences we will have a higher level of success with our materials. For example, young adults may be more responsive to humorous materials while retirement age adults may be more responsive to punctual materials. It will be important to understand how to develop our materials to meet the needs of each type of audience.

Testing Materials.

It will be very important that we test the materials before fully committing to any one particular design. To do this we can send samples of each message to current members of the organization and ask for feedback. We can also send out samples to some of our target audiences and ask any responders what they liked about the design and what they didn't like. It is important to get this information about the design of the messages back so that we can adapt each message to better reach the target audience its oriented towards. There is no one perfect way to create these messages so by being flexible and willing to learn from our mistakes we will be able to create continuously improving materials as we move forward.

Getting the Word Out

Achieving Multiple Touches.

We have gone over quite a bit so far in this paper and we have finally reached the point where we can begin figuring out the most effective way for our organization to get its message to its target audiences. Promoting KWOA to a landowner is going to be a several-step process of constant engagement between both parties. As said in the TELE guide, *“On average, it takes four to six interactions with your message to persuade someone to take an action.”* TELE also gives us an idea of what these interactions may look like through the term “touches.” Touches are the different ways we will be reaching our audience. For example, touches can be anything from an in-person conversation to a letter in the mail. It is critically important to have as many “touches” with our target audience as possible in order to keep KWOA in their mind as often as

we can. This in turn should lead to a higher success rate of gathering new members from these audiences.

Planning the Outreach Effort.

Now that we know what touches are, we need to decide what methods of communication will allow us to have as many touches as possible with our audience. With the current membership structure and financial structure of KWOA, figuring out communication methods that are more widespread and cost efficient will be our biggest priority when selecting our methods. While there are countless methods of reaching different audiences such as direct mail, phone calls, and sign advertising we have selected three methods that we believe will be the most beneficial to KWOA on an economic and efficiency standpoint. Each of these methods will be discussed in the following paragraphs however it is important to know the underlying foundation behind all methods before looking deeply into any of the selected methods. When planning our outreach effort, we will have to figure out what materials we should use, how/who will deliver the materials or message and find the best time to distribute the materials or message. These basic questions should be answered before going forward with any method.

Reaching our Landowners via Social Media.

(Free – Very Effective)

The first method our group selected was social media. As stated in an article reviewing new techniques for advertising in the current cultural climate, *“As social network services become more pervasive, social media advertising emerges as an attractive vehicle for augmenting advertising effectiveness.”* (Lee 2016.) Today’s world is rapidly evolving both culturally and technologically. People constantly utilize social media platforms such as Facebook, Instagram, and Twitter to find out what’s going on in the world and discover new passions. We believe that KWOA can take advantage of this by beginning to develop its brand on social media. Through social media, KWOA will have a greater chance at reaching younger age groups as well as develop a name for itself outside of meeting rooms and conversation. By developing the social media brand, KWOA will be effectively giving interested individuals a place to go to learn more about KWOA for free.

Reaching Landowners through Local Media.

(Price varies by activity)

Out of the three methods this one will definitely be the trickiest to implement but could pay out dividends down the road if gone about correctly. Local media can be described as things such as the local news channel, newspapers, or anything else specific to a location. Local media is a great way to inform a target audience about a one-time event or give general information about the organization. It is important to keep in mind that while local media is a good tool to cast a wide net it will need to be followed by a more direct communication

method for full effectiveness. As stated in an article about TV marketing, *“The evidence suggests that the impact of TV on sales lift appears to operate primarily by generating brand awareness, suggesting that an effective marketing plan that uses TV should do so in conjunction with multiple forms of marketing in order to impact all stages of the consumer purchase process.”* (Rubinson 2009.)

Reaching Landowners via phone calls.

(Essentially Free – Not as effective.)

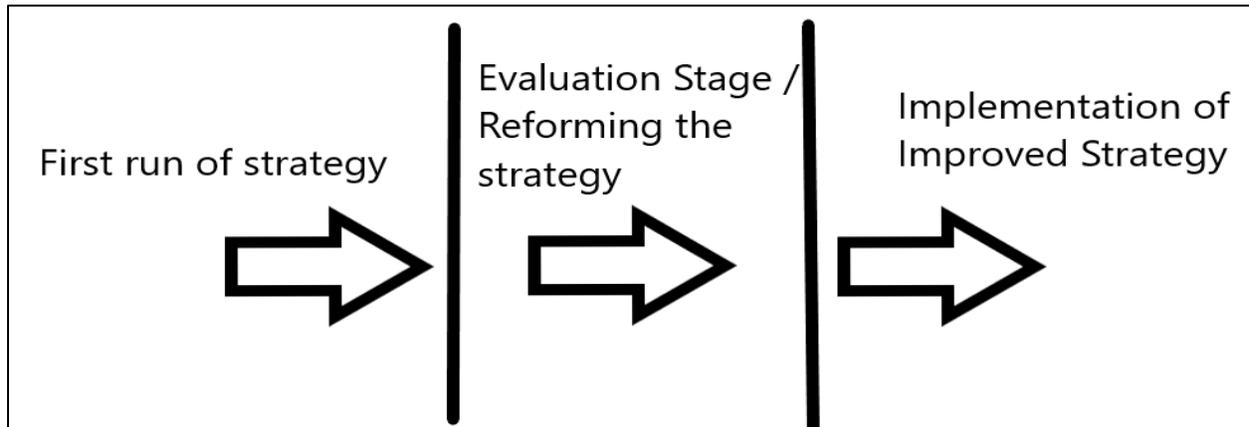
With the financial limitations of the organization in mind, our group decided to try to utilize methods like the ones above that would not be of great cost to KWOA. Cold calls have been a moderately efficient means of communication for a long time and can still be utilized effectively. This method provides an easy way to build relationships with the landowners as well as give the organization an opportunity to learn a lot about what potential members are looking for in KWOA. The primary downside to this method is the reluctance of some people to pick up a call from an unknown number.

Evaluating and Learning.

Approaching Evaluating with a Learning Mindset.

Throughout the different steps that KWOA will have to take to get to its end goal there will be failures and mistakes made along the way. This is inevitable, but it is not something to be afraid of or think poorly of. Mistakes are what teach us how to be great, by allowing ourselves the opportunities to evaluate and learn from our failures as well as our mistakes KWOA will be a continuously improving organization. As said in the TELE guide, *“Evaluation is essential for establishing when you meet project goals and milestones and also enables to the opportunity to communicate the value and impact of the work that has been done.”* TELE also gives us a good idea of how to evaluate ourselves after and during a project through the development of learning questions. Creating questions such as “how did (x) strategy work with (x) target group work?” can be very beneficial in reshaping future strategies later down the road. Below is a diagram that goes over the basic process of evaluation and reshaping a project in 3 simple steps.

(Evaluation of Project Steps Example.)



While this diagram is very basic, it gives a good idea of how the evaluation process takes place in a usual setting. First, the initial strategy is implemented then it is evaluated to see what worked well and what didn't. Finally, the strategy is improved and redeployed in order to be more efficient.

Selecting Metrics and Collecting Data.

As said in an article about analyzing the success of a budgeting program, *"The rate of success is clearly influenced by how success is defined."* (Tsuorapas 2011.) Figuring out what exactly you want to evaluate or collect data on is based on three things that we have previously talked about. First, it is primarily determined by what you want to know about the project. This could be something such as figuring out the response rate to direct mailings over a certain period of time. Second, your evaluation will be determined by what materials you used and how you distributed them. This is the quantitative section of evaluation. Lastly, your overall project goals will determine what your evaluation looks like. For KWOA, an example of an evaluation may entail figuring out which marketing strategy brought in the most new members within a particular area in a certain amount of time. Luckily, KWOA's main goal is quantitative in nature so developing methods to collect and analyze data is very straight forward.

Adapting based on Evaluation & Creating a Culture of Learning.

The overall theme of this paper and this project in itself is learning how to deal with different challenges and obstacles that may impede the progress of our overall goal of obtaining new members. There will be failures and there will be successes along the way but the most important thing to keep in mind throughout the entire process is that each failure and every success is an opportunity to learn something new. From each strategy that doesn't work, we will learn one that does and for every strategy that performs well, we will learn how to

adapt it to make it even better. Half of the battle in this project will be developing a mindset or culture of learning within the organization. It has to be okay to fail to figure out how to succeed. As said in an article about utilizing failure as an avenue to progress, *“We conclude that positive feedback loops are critical in the evolutionary process, that relationship quality is both an outcome and a mediating variable, and that procedural issues are critical from the start in fostering a climate for positive reinforcement and the building of mutual trust and confidence.”* (Arino 1998.) This tells us that through the process of working with one another to evaluate and learn from the different data we collect, KWOA members will develop stronger relationships with one another which in time will lead us to a more intellectually and organizationally fruitful environment. Working together to overcome the obstacles that will present themselves throughout the duration of this project will be critical in finding the best routes to take to ensure the most efficient strategies and methods are deployed where they will work best.

Works Cited

Africa Ariño, T. J. 1998. *Learning from Failure: Towards an Evolutionary Model of Collaborative Ventures*. *Organization Science*. 9(3): 306-325.

Al-Sabbahy, Hesham Z. & Y. Ekinici, & M. Riley. 2004. "An Investigation of Perceived Value Dimensions: Implications for Hospitality Research." *Journal of Travel Research* 42(3): 226–34.

Batra, Rajeev, K. Keller. 2016. "Integrating Marketing Communications: New Findings, New Lessons, and New Ideas." *Journal of Marketing*, 80(6): 122–45.

Casey J., L. M., & D. P. 2012. *Designing effective messages for microbial food safety hazards*, *Food Control*, 21 (1): Pages 1-6.

Charles F. Frazer, K. Sheehan & C.H. Patti, 2002. Advertising strategy and effective advertising: comparing the USA and Australia, *Journal of Marketing Communications*, 8:3, 149-164

Eleonora, S. & K. Egle. 2014. *Effect of Brand Elements on Brand Personality Perception*, *Procedia - Social and Behavioral Sciences*, 156; 429-434

Jieun L. & I. B. Hong, 2016. *Predicting positive user responses to social media advertising: The roles of emotional appeal, informativeness, and creativity*, *International Journal of Information Management*, 36(3): 360-373.

Leach WD, Pelkey NW. 2001. *Making Watershed Partnerships Work: A Review of the Empirical Literature*. *J Water Resource Plan Manage*, 127(6): 378–385.

Leitch, L. J. Lhotka, J. Stringer, A. Stainback. 2013. Private Landowner Intent to Supply Woody Feedstock for Bioenergy Production. Pergamon-Elsevier. *Biomass & Bioenergy* 56: 127-136.

- Lucas, D. B., & Britt, S. H. 1963. *McGraw-Hill series in marketing and advertising. Measuring advertising effectiveness*. New York, NY, US: McGraw-Hill Book Company.
- Nancarrow, Susan A, A. Booth, S. Ariss, T. Smith, P. Enderby, & A. Roots. 2013. *Ten Principles of Good Interdisciplinary Teamwork.* Human Resources for Health, 11(1).
- Paiewonsky, Luisa. 1997. *“Effective Public Communication and Marketing of High-Occupancy-Vehicle Lanes: An Agency Perspective.”* Transportation Research Record 1603(1): 49–56.
- Smith, J. Brock, and D. W. Barclay. 1997. *“The Effects of Organizational Differences and Trust on the Effectiveness of Selling Partner Relationships.”* Journal of Marketing, 61(1): 3–21.
- Shuifa, Ke., D. Qiao, X. Zhang, & Q. Feng. 2019. *Changes of China’s forestry and forest products industry over the past 40 years and challenges lying ahead.* Forest Policy and Economics, 106.
- Tang, Z., Chen, L. and L. Gillenson, M. 2018. *“How to keep brand fan page followers? The lens of person-environment fit theory”*, Information Technology & People, 31(4): 927-947.
- TELE. “Engaging Landowners in Conservation.” Yale. 12-13.
- TELE. “Engaging Landowners in Conservation.” Yale. 28-38.
- TELE. “Engaging Landowners in Conservation.” Yale. 40-43.
- TELE. “Engaging Landowners in Conservation.” Yale. 45-55.
- TELE. “Engaging Landowners in Conservation.” Yale. 57-72.
- TELE. “Engaging Landowners in Conservation.” Yale. 73-80.
- William, Thomas, J. Stringer, T. Conners, D. Hill, T. Barnes. 2007. *“Kentucky Forest Fact Sheet.”* UK Extension.