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A Case Study of a Rural Appalachian Nonprofit and Its Replicable Strategies to Communicate with Stakeholders

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Abstract:
Although nonprofit organizations, generally, have made successful use of social media as a way of communicating with participants or clients, volunteers, communities (Waters, 2010) and donors (Nah & Saxton, 2012), incorporating social media presents a dilemma for rural nonprofit organizations. Time, funding, knowledge, human resources, and policies of an organization all play a factor in deciding which types of social media platforms are used for engagement (Hou & Lampe, 2018).
This qualitative case study examined a rural nonprofit organization serving the health and wellbeing needs of residents in what was once coal country in Appalachia. Findings may be relevant to other nonprofit organizations as leaders decide whether, and how, to use social media and other forms of internet communications to reach stakeholders. This study examines the intrinsic stakeholder commitment model of stakeholder theory and diffusion of innovation theory to explore the spread of the use of social media and factors that may play a role in its adoption by NPOs.

Keywords: *Social media, nonprofit organizations, diffusion of innovation, stakeholders, communication*

1. Introduction

The widespread introduction of the internet in the 1990s opened doors for nonprofit organizations to connect with donors from all over the world. The introduction of social media occurred in the 2000s. As Facebook and Twitter began to grow after 2006, social media started to be used as a method to get the word out about the missions of nonprofit organizations (Muslic, 2017), needs for volunteers and supplies, and announcements about events and services. "Free" social media applications potentially allow nonprofit organizations to gain access to more stakeholders in ways that may help to meet their mission. Nonprofit organizations able to keep up with and manage use of internet-based communications, including with social media, may further their likelihood of reaching their stakeholders.

A decision to use social media for most nonprofit organizations involves having enough funds, and funding often comes from donors, grants, and in some cases client fees. Perceptions by stakeholders play a significant role in nonprofit organization's operations as they respond to stakeholder needs. In a study by Nah and Saxton (2012), nonprofit organizations vary in scope and size, but larger nonprofit organizations are not found to be more likely than smaller nonprofit organizations to adopt social media for communication due to having more funds. However, according to Ogden and Starita (2009), larger nonprofit organizations have the resources to try social media to see if it works, as opposed to smaller nonprofit organizations with limited financial resources.

NPOs must decide if they can, or should, communicate through social media to reach stakeholders. According to Hou and Lampe (2018), various factors play into the decision-making aspect of small nonprofit organizations adopting social media, such as time, knowledge, and funding. Once a nonprofit organization's leaders decides to use social media, they must decide which platforms to use to communicate with stakeholders effectively. By listening to stakeholders in a community, an NPO can assess which social media platforms to use for optimal effectiveness.

1.1. Rural Internet Availability

Rural areas are especially challenging for nonprofit organizations because individuals in these areas tend to have more limited opportunities to communicate due to lack of internet service, financial constraints, fewer opportunities to meet new people, and travel less than their counterparts (Gilbert, Karahalios, & Sandvig, 2010). In Appalachia, where the case for this research is located, the mountainous terrain causes issues with placing towers for cellular phone and internet access. Consequently, social media communication is limited when there is a lack of internet availability. Individuals from rural areas tend to avoid seeking services because of cultural traditions of doing things on their own, family-oriented care networks, and rejecting assistance from formal organizations (Snavely & Tracy, 2002).

Roughly, a quarter of adults who live in rural areas indicate that the delivery of high-speed internet is a major problem where they live, while only 34% of rural residents view it as a minor issue (Anderson, 2018). Limited access to high-speed internet in rural areas may limit the potential of nonprofit organizations to communicate with their stakeholders through social media, a factor nonprofit organizations must consider when determining how to invest resources in communications. The decision to use some methods of traditional communication may be required if internet access is limited in certain areas and with certain populations that a nonprofit organization serves.

2. Organizational Obstacles to Meeting Needs of Stakeholders

As expanding internet access allows social media to enter into more rural areas, one issue for nonprofit organizations is whether and to what extent to use internet-mediated communications as channels to stakeholders. Nonprofit organizations face obstacles as they try to meet the needs of their stakeholders (Leroux, 2009). Such obstacles may be time management, funding, pressure from stakeholders and the community regarding services, and demand for responsiveness (Leroux, 2009). Due to a lack funding, rural nonprofit organizations face financial, strategic, and organizational changes which are not widely documented. (Newstead & Wu, 2009). If clients do not know where funds are going, nonprofit organizations may be perceived as not doing their job. This highlights the importance of accountability by nonprofit organizations through transparency with stakeholders. Clients are not likely to influence a nonprofit organization's business activities if they do not pay for services (Leroux, 2009). Consequently, they may feel as if they are not included in decisions concerning them or other operations of the nonprofit organization. Even though clients are the main reason for a nonprofit organization's existence, they may not be as influential as funders in shaping NPO activities.

3. Nonprofit Organization Communication with Stakeholders

Nonprofit organization leaders attempt to create equal relationships with target markets by establishing specific marketing strategies (Lamb, Hair, & McDaniel, 2015). They must use unique ways to communicate to their stakeholders, however, and examine audience settings with development of specific marketing mixes (Lamb et al., 2015). At the nonprofit organization executive level, leaders use a variety of methods to communicate between the community and the organization (Balser & McClusky, 2005). Various forms of communication may include conferences, committee meetings, surveys, newsletters, or data material to connect with stakeholders (Balser & McClusky, 2005). All of these forms of communication have the same objective, which is to inform the audience, or stakeholders, of what is happening in the organization. In their content analysis of 275 nonprofit organizations' Facebook pages, Waters, Burnett, Lamm, and Lucas (2009) found that most nonprofit organizations are not making full use of all available options on Facebook that could assist them in developing relationships with stakeholders. Instead, nonprofit organizations focused on transparency by conveying their objectives (Waters et al., 2009).

Meeting stakeholder needs, such as attention, depends on the funding, responsiveness, and time constraints of nonprofit organizations (Leroux, 2009). It is possible that responsiveness to client interests stems from the actions of a nonprofit organization spending more time with current and prospective funders, which in turn diverts their time and attention with respect to governance (Leroux, 2009). Responsiveness times may vary when the nonprofit organization's board perceives that there is a financial need to focus on for-profit organizations to gain funds, when a racial disparity between board members and the clients of a nonprofit organization exists, or when the board is run by economically privileged individuals (Leroux, 2009). A disconnect between the stakeholders and nonprofit organization may occur as a result.

4. Accountability and Responsiveness to Stakeholders

When nonprofit organizations act the way stakeholders expect them to act, it is likely that stakeholders will perceive such nonprofit organizations as accountable and responsive, and leads to a perception that nonprofit organizations are effective (Balser & McClusky, 2005). Understanding the accountability requirements specific to stakeholder groups is critical for nonprofit organizations in order to manage their relationships with all stakeholders successfully.

Figure 1 shows the cyclical process of how NPO (nonprofit organization) communication to stakeholders conveys their responsiveness, which influences stakeholder perceptions of an NPO, and in turn, affects future NPO communications.

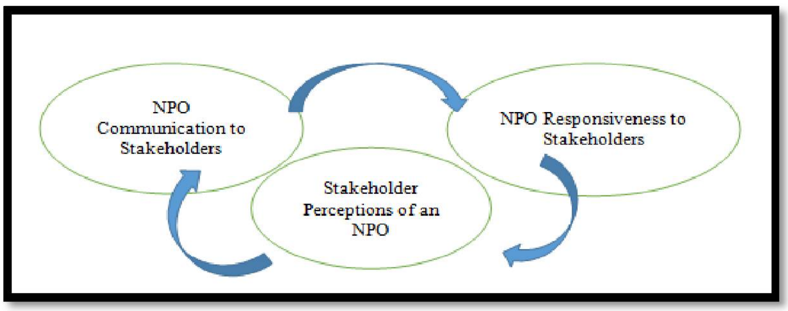

Figure 1: Model of Relationships between NPO Communication, Responsiveness, and Stakeholder Perceptions

Stakeholders demand varying degrees of responsiveness and time allocations from nonprofit organizations (Leroux, 2009). As each set of stakeholders may demand different amounts of time or guidance from the nonprofit organization leaders, inconsistencies can develop. With a clear communication purpose, nonprofit organizations can direct their attention to reaching stakeholders and responding to their needs, which should result in stakeholders maintaining positive perceptions of the NPO.

5. Purpose and Research Question

The results of this case study may help rural nonprofit organizations in making decisions about whether and how to invest in social media communications to reach stakeholders. The decision to use social media as a communication channel may shape positive stakeholder perceptions of a rural nonprofit organization, which will allow the nonprofit organization to continue to grow and meet its mission. The primary objective of this research is to determine how and why, and to what extent, leaders of a rural nonprofit organization decide whether to use social media.

Nonprofit organizational strategies, capacities, governance features, and environment are critical to analyze before deciding on whether to use social media (Nah & Saxton, 2012). It seems likely that given the conditions in which rural nonprofit organizations operate, strategic choices may be more beneficial for them than a wholesale commitment to an internet presence. This in-depth case study may lend insights to this process that can inform the leadership of rural nonprofit organizations and guide their efforts to reach stakeholders. As a result, the primary research question in this qualitative study is: How do rural nonprofit organizations decide whether and how to use social media and other forms of internet-based communication to reach their stakeholders?

6. Nonprofit Organization Challenges with Stakeholder Models

Differences in funding contribute to the structure of a nonprofit organization's boards of directors, and affect the direction of the organization (Stone & Ostrower, 2007). The match between an NPO's board and its stakeholders is vital to the direction of services. If funding sources influence board members, the board may make decisions based on these financial contributions (Stone & Ostrower, 2007). This may cause NPO board members to pay greater attention to the stakeholders that provide large amounts of funding to the nonprofit organization. It may be difficult to balance the necessary activities of a nonprofit organization to meet its objectives if nonprofit organizations are swayed to particular donors or other stakeholders. Although meeting the needs of funding sources and serving clients appropriately are usually in line with a nonprofit organization's objectives, problems may arise when responsiveness to client needs are disproportionate when a nonprofit organization chooses to favor current and potential funders (Leroux, 2009). This may lead to a strategic stakeholder management view of nonprofit organization's goals, as well as tension between nonprofit organizations and stakeholders, leaving some stakeholders wondering why their needs are not met. Nonprofit organizations that are consistent in their reasoning but do not meet the expectations of serving community interests, may still be perceived as ineffective (Balser & McClusky, 2005). Further, damage to relationships can cause nonprofit organizations to be viewed unfavorably. Literature has emphasized that nonprofit organizations need to meet stakeholders' needs. Funders are more likely to evaluate the effectiveness of a nonprofit organization through financial data and strategic management (Herman & Renz, 2004). An effective program design can establish funding opportunities for rural nonprofit organizations, which is accomplished through the internal efforts to design programs that meet the needs of the stakeholders in a given area (Newstead & Wu, 2009).

7. Theoretical Approaches

7.1. Diffusion of Innovation Theory

Diffusion of innovation explains the process by which an idea, practice, or product picks up momentum over time and spread through society (LaMorte, 2018). The expansion of the adoption of an innovation means that people are doing something differently, such as trying a new good or service (LaMorte, 2018). For example, an individual could use a new form of social media to communicate with friends. This is illustrated by Facebook taking many of the users who were using Myspace, a popular social media platform in the 2000s. Facebook emerged as a new social media platform in the early 2000s and rapidly diffused into society as more people adopted its use. The relationship between stakeholder theory and diffusion of innovation theory is relevant to the decision-making process of NPO leaders regarding how and whether to use social media and other forms of internet-based communication to reach their stakeholders. NPO leaders may be unsure about how to develop and implement a plan for the use of social media to reach stakeholder groups with different messages using different social media channels. Nonprofit organizations need to understand stakeholders' needs while also being cognizant of the degree to which social media diffusion has occurred within distinct stakeholder communities.

7.2. Two Beliefs of Stakeholder Theory

The two most common beliefs on the effectiveness of stakeholder management strategies are the *strategic stakeholder management model* and the *intrinsic stakeholder commitment model* (Berman, Wicks, Kotha, & Jones, 1999). The strategic stakeholder management model suggests that the type and degree of organizational leaders' concern about a stakeholder group is determined only by how those stakeholders may increases the organization's monetary performance (Berman et al., 1999). As argued by Leroux (2009), this model stems from rational choice logic; organizations try to create this stance towards stakeholders in order to maximize monetary gains. Nonprofit organizations that depend on individual donations, which is a scarce form of revenue, are more likely to use this instrumental orientation because donations encourage competition among leaders of nonprofit organizations, and act as an incentive for leaders to cater to individual preferences of donors, as opposed to those of clients, which may create conflicts of interest (Leroux, 2009). As argued by Krashinsky (1997), nonprofit organizations tend to evolve as they resolve internal conflict when they excel at providing a specific good or service as opposed to other organizational arrangements. Leroux (2009) suggests, "Thus, organizations with an instrumental stakeholder orientation will systematically invest more time in activities that offer the potential for yielding financial gains for the organization" (p. 163).

Nonprofit organizations are usually seen as organizations that show a commitment to all stakeholders, choosing to manage their time proportionately with clients as well with current and potential donors (Leroux, 2009). Nonprofit organizations are not likely to use an instrumental orientation if they interact and rely heavily on the government due to funding they receive, which may mandate a broader stakeholder management approach (Leroux, 2009). If NPOs are planning to receive government funding, the intrinsic model appears to be an appropriate approach.

Within the strategic stakeholder management view, Berman et al. (1999) propose two different models. The direct effects model is described as attitudes that leaders exhibit toward stakeholders, which is believed to have a direct effect on the organization's finances, separate from the organization's objective (Berman et al., 1999). The second model is called the moderation model, which shows that leaders' orientation toward stakeholders does affect the organization's strategy by moderating the link between strategy and finances (Berman et al., 1999). These two models both lack the moral commitment of treating stakeholders in a positive way (Berman et al., 1999).

The second model of stakeholder management, the *intrinsic stakeholder commitment model*, assumes organizations have a moral dedication, which the *direct effects model* and the *moderation model* do not, to treating stakeholders in a positive manner, and this commitment is seen as shaping their goals and objectives, which influences profits (Berman et al., 1999). This model is rooted in an organization's ethical conduct and views ethical behavior and values as being tied to the organization's activities and conduct (Leroux, 2009). To enjoy the rewards of this type of stakeholder management, organizations need to embrace ethical relationships with all stakeholders irrespective of any benefit received in return from the relationship (Berman et al., 1999). Organizations create their strategies around specific moral obligations to its stakeholders (Berman et al., 1999). However, this model comes with an opportunity cost because nonprofit organizations may miss opportunities to gain resources from certain stakeholder groups that can yield financial gains for the organization.

8. Brief History of the Case Study Organization Community

The case study NPO for this research has nearly 90 employees, total revenue of approximately $7.8 million, and situated in an economically depressed rural part of former coal country in Central Appalachia. The mountainous geography, out-migration of working age adults, and the high rates of poverty, unemployment, and addiction create both exceptional needs for NPOs to fill and exceptional challenges in reaching their stakeholders using internet-based technology. These are obstacles that the case study NPOS must try to overcome in order to meet their goals. At the same time, the organizational leaders of this NPO are actively and consciously considering how and to what extent to employ social media and other forms of "new" communication with stakeholders.

9. Methods Structure

This study included semi-structured interviews of eight key leaders of the NPO, document analysis of archival data, and unobtrusive observations. My observations included noting Wi-Fi access points in the town, billboards, and the NPO's representation on social media platforms that are promoted by the organization on pamphlets, brochures, or by the staff while I was there. I also analyzed the content of any relevant archival documents that are publicly available, such as web sites, organizational documents that are not confidential regarding social media decisions, and anything that that the nonprofit organization's leaders were willing to share with me, such as presentation slides that show revenue, employee count, and partner relationships. This use of multiple data sources strengthened the study by allowing me to triangulate my interview data with observations and archival documents.

10. Replicable Findings

10.1. Network and Form Partnerships

Forming partnerships with area organizations, catering specific social media platforms to their audiences, and looking for grants in the right places are some of the case study organization's key features. Google is used frequently to search for grants, and sometimes these grant sites will list previous partners or previous grant recipients, along with a link to that particular organization's website. This helps find grant opportunities, and also potential organizations to network with. Not much outreach happens through Twitter, but one of the organization's leaders mentioned that it is a way to connect with their partners, consistent with Hou and Lampe's (2018) findings that Twitter was beneficial to engaging with other organizations. Twitter is also used to keep in touch with philanthropic or funding partners.

Different initiatives of the organization use boosting on Facebook, social media applications, and Constant Contact to stay connected with their stakeholders. This diffusion of innovation occurs in various ways. Each of the organization's initiatives has different target audiences, although they share the same vision of helping the community, which is why they volunteer for each other and cross-promote each other's events. In addition, partnerships also help with cross-promoting events. Community conversations occur once a month, with stakeholders present, where they discuss what is going on with their business. The result of this monthly get together is to learn from each other, cooperate, and help promote what other community organizations are doing. For example, the local Chamber of Commerce helps promote activities that the organization is doing through their social media.

10.2. Meeting Clients Where They Are: Lower Income Audiences

The geography and grinding poverty in the region are major barriers to providing internet access to the community. Access to the internet is a barrier to the case study organization using social media communication to reach all stakeholders. There is also a lack of cellular phone service in the surrounding communities that the organization serves.

The decision to use traditional methods of communication, such as flyers, phone calls, meeting with people, and mailings, is critical for the organization in trying to try to reach all stakeholders.

While this rural community gradually recovers from the decrease in coal mining and the ravages of the opioid crisis, poverty and internet access remain issues. Together, these are barriers to using social media to communicate with the entire community. Access and affordability are like a double-edged when it comes to internet costs. One leader of the organization mentioned, “There is the issue of poverty, and whether they can afford it. Some places that can afford it though, still do not have access to it.”

When communicating to everyone is a priority, the organization’s staff say they take necessary steps to communicate to the majority of community members who have internet access, and they still take the extra steps using more traditional means of communication, to be sure other members of the community who are without internet access can see their communications. This relates to the intrinsic stakeholder commitment model as the NPO is focusing on all stakeholders and treating them equally, no matter if they have access to the internet to see social media, or not. Even though diffusion of technology may not reach everyone, from an intrinsic stakeholder standpoint, they continues to use other traditional methods to reach as many people as possible.

10.3. An Organizational Culture of Trust, Unity, and Values

Perhaps because the CEO is relaxed but focused, the culture at the organization is relaxed but focused. Employees typically help each other with events, interact with guests, and even go for a run together during lunch. Anybody who has social media access could post anything at any time. If it is an important post, it is usually screened first. This shows that the organization trusts employees. The CEO even commented on the employees acting responsibly with their posts because they have been doing it for a while. Nobody is afraid of failing or doing something wrong. The employees may try something out, such as advertising or creating an event, and if it does not work well, they will “flip it” as one staff member described, and then try by trying it a different way. I noticed throughout the interviews that the employees seem to lean on each other for help, or volunteer to help with another’s event or with hanging up flyers.

Feedback from the community is important to the employees. They want to see how well they are meeting the expectations of the community. Not only do the employees look at data from social media, such as the number of times a post is viewed, liked, or shared, but also they speak to individuals in the community and find out what people liked about a particular event or what they could have done better. Facebook provides the organization with useful data on the audience reach, which is tracked, because they want to communicate with as many people as possible. An intersection of intrinsic stakeholder theory and diffusion of innovation theory occurs when the NPO receives feedback from stakeholders over Facebook. If they are receiving feedback that some people are not seeing their communication, they adjust their communications accordingly using Facebook’s tools.

I could tell that the employees value their roles as they relate to the organization’s mission. A leader even quoted the mission statement to me in our interview. When I first entered the facility, I noticed the mission statement prominently displayed. On the main wall to the left, there is a large, colorful display of key words with pictures highlighting the organization’s values. The words included the following: be active, culture of health and wellness, benefits, passport, motivating, and involvement, to name a few. It is meant to be a visual, a reminder, to everyone at the NPO of his or her purpose.

10.4. Connecting and Engaging With the Community on Social Media

The consensus among NPO’s leaders and staff was that using social media is helpful for multiple reasons. It is a great tool for listening receiving feedback from the community because, on social media platforms, they can see what their audience is saying about the organization. If a nonprofit organization has a Facebook page, for example, anyone within the organization who has social media access can see the number of likes, or the contents of the comments, about a post or event. Using social media creates engagement with the community as well. An organization can stay current with posts and information. Stakeholders have an opportunity to leave comments, share posts, see upcoming events, or volunteer at activities. Further, using social media helps the organization convey the organization’s objectives and mission to all stakeholders. All participants shared positive views of the significance of social media use in reaching stakeholders.

10.5. Finding a Notable Leader from the Town to Join the Team

Leaders of nonprofit organizations may find it beneficial to look within their town to find a prominent person, someone who holds a lot of power and respect, whom they can ask to join their team as the NPO continues its mission. In this case study, a well-known charismatic leader generates good will, credibility, and enthusiasm for the organizations’ mission in the community and among staff and partner organizations. By enlisting a central community leader an NPO gets momentum from the town “hero” because such individuals carry a lot of influence in the community. This individual can help get things accomplished and is likely to have a wide range of support from within the NPO as well as outside the NPO in the community, especially with networking and connections, locally or nationally. The networking of any well-known leader can more than likely provide intentional opportunities for grants to pursue (Newstead & Wu, 2009).

The charismatic leader and CEO returned to his hometown and was probably already known in the community before he left for college and medical school. He returned to help it get back on track. He is highly respected by his organization and community. Additionally, the CEO brings a lot of ideas and innovation to the organization. He has goals, not only for the NPO, but for the community. If other rural nonprofit organizations can find this type of “local hero” leader in their community, they may benefit from recruiting the person to become meaningfully involved in their NPO.

11. Directions for Future Research

Future research on the use of social media by rural NPOs should consider several issues. A major consideration is the leadership of the nonprofit organization. In this case study, the CEO is considered a visionary, charismatic person who is recognized across the country. He has a strong, positive influence on the organization and its culture as the organization strives to meet its mission and goals. The CEO also has an entrepreneurial mindset and other business ventures beyond the NPO in the community. The nonprofit organization also has virtually no competition, and the CEOs business acumen may help to limit any competition. Indeed, The NPO recently acquired the local hospital that was shutting down, securing its place as the major health care provider in the community. These attributes of the central leader for the organization undoubtedly extend to the NPO itself, how it is seen in the community, and how the NPO is run, including the organizational culture.

A highly influential community leader is something that might be replicable to other NPOs if they can find such a key person in their town with the power and charisma to be influential and get that individual to join their team as a leader. Scholarly literature seems to point at the possibility of rural nonprofit organizations finding respected and notable individuals to help serve them. In a study by Newstead and Wu (2009), several rural nonprofit organizations found influential leaders by locating individuals with strong connections to their community, as well as a clear understanding the various needs and demands of an area to structure the organization to serve its constituents effectively.

Research conducted by the Carolinas Urban-Rural Connection stated that Liz Partham, a director of North Carolina's Main Street Program, highlighted the significance of leadership, specifically individuals in civic engagements, in guiding the economies of rural towns (Michael, 2019). Partham stated, "The more successful towns have a champion. The really successful ones have multiple champions" (Michael, 2019, para. 1). Individuals of a community directed their attention to the people who had the characteristics to organize and rally the community with a common vision (Michael, 2019). This is similar to the case study NPO who have their "champion." He continues to lead the organization and town toward a vision of creating an improved and healthy community. This case study does not make clear whether enlisting a notable and charismatic town leader to support and engage an NPO's mission can achieve similar results to those the CEO brings to the NPO. It may be replicable to other rural NPOs, but it may be a distinctive element of the case study NPO and its town. This is an opportunity for NPOs in small, rural towns because having an individual who is popular and respected member of the town as an NPO leader can motivate and help drive an NPO to meet its stakeholders' needs.

Future research also should look at the locations of nonprofit organizations for several reasons. Poverty and geography greatly affected internet access in the town where the NPO is located. The economy is beginning to rebound after devastation when the main industry left, but the per capita income of the county where the NPO is located, as of 2017, was roughly 26% below the per capita income is for the already less wealthy Appalachian Region (Appalachian Regional Commission, n.d.). With the NPO providing numerous services to the area, and the CEO owning several buildings and businesses, the case study NPO has a great advantage of being prominent, well-resourced, and successful. While all of these factors may not apply to other rural nonprofit organizations, some of them may. It would be exciting to see what the NPO might accomplish if everyone in its service area had access to the internet. Would they still use traditional communication with some stakeholder audiences at the same rate they do now, or cut back?

12. Conclusion

This study tells the story of one nonprofit's social media use, and how the nonprofit leaders and staff listen to their audiences to determine specific approaches to use social media platforms for multiple purposes. As this study found, there still are times and situations when traditional communication is needed (such as hanging flyers around town, calling individuals who lack internet access, or traveling to their residences). A nonprofit must determine whether social media communication makes sense to stakeholders who are potentially less likely to see communication on social media. A charismatic leader, who is unafraid to take risks, and encourages the use of technology and investing in it, can help. Table 1 summarizes key findings from this case study that may be replicable to other NPOs.

The approaches used here were helpful in this study in that they help lift up the role of stakeholders in nonprofit decision-making about communications and social media strategy. Neither theory alone fully explains nonprofit decision-making, as stakeholder theory shed light on the organization's objectives while diffusion of innovation explained variations in strategy depending on the audiences and their locations. Looking at these two theories in tandem helped clarify how an NPO chooses to achieve its mission and meet stakeholder goals.

Network and form partnerships • Assist in finding grants • Engage with local organizations • Inform the community through conversations • Stay in touch with partners through social media
Meeting clients where they are: lower income audiences • Free Wi-Fi at locations to increase internet access • Be innovative to create opportunities for people to eat fresh foods • Use traditional communication when needed
An organizational culture of trust, unity, and values • CEO trusts employees • Comradery • Employees volunteer to help each other • Feedback from the community is important for employees to do their jobs better
Connecting and engaging with the community on social media • Engage community • Listen to community • See Feedback
Finding and engage a notable leader from the community to join the team • Gain organization momentum • Help diffuse and achieve mission/goals • Leader of NPO and town

Table 1: Key Findings from the Lessons in the Study

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