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Executive Summary

Purpose and Scope

This consulting project began as a project for PADM 5900: Consulting for Nonprofit and Government Organizations, where CLEAN International served as a client. The purpose of the project was to aid CLEAN International in understanding a set of best practices in marketing followed across the world that would lead to increased awareness about issues related to water and consequently, increase the footfall for their annual Worldwide Walk for Water event.

The Cornell Consulting Team's work consisted of three main components:

- 1) Conducting research on best marketing practices to raise awareness and inspire action/behavior change across different regions around the world; and
- 2) Conducting interviews with experts from around the world to add different perspectives to our research; and
- 3) Aggregating data from the above components to present the final recommendations.

The Cornell Consulting Team utilized a research methodology, which included a literature review of relevant material and case studies and interviews with experts from different parts of the world – Tanzania, Guatemala, and the United States of America (New York) – which gave our team greater exposure to water issues and event management across these areas.

The report details all research, extensive analyses of the collected data, and recommendations CLEAN International can utilize for future events and organizational

development. This executive summary aims to help readers get a basic understanding of our analysis and main conclusions, and illustrates recommendations based on our findings.

Summary of Findings

The Cornell Consulting Team conducted interviews with Jackson Buzingo, Joseph Edward Wood, Zoe Maisel and Alyssa Marcy, who had formerly organized the Worldwide Walk for Water. The interviews yielded similar observations regarding the importance of water in different regions despite the difference in specific water-related issues. Buzingo stressed that the event needed to be made more public through the use of social media (Jackson Buzingo, personal communication, 2020). Wood believed that planning way ahead of the event could lead to better participant traffic. He also stressed the urgent need to incorporate Environmental Studies within the curriculum for school-going children (Joseph Edward, personal communication, 2020). Maisel provided guidance to the Cornell Consulting Team on the types of marketing material that could be used to draw traction (Zoe Maisel, personal communication, 2020). And finally, Marcy was able to provide the Cornell Consulting Team with valuable insights as to how the Worldwide Walk for Water was organized on Cornell University's Ithaca campus. She also suggested that CLEAN International could create supplemental activities for the Worldwide Walk for Water that individuals and organizations can easily add to their event. Lastly, Marcy stressed the importance of providing education about critical environmental issues during school days (Alyssa Marcy, personal communication, 2020).

Conclusions and Recommendations

The Cornell Consulting Team has recommendations across three important areas - Marketing, Education and Uniqueness of the event. For a better marketing strategy, we need to focus on the target audience, which may go hand-in-hand with regional marketing. Additionally, it would be helpful for leaders marketing their event to use social media platforms. Coming to the education, the education programs or implementing water issues into elementary curriculum plays a large role in the success for the Worldwide Walk for Water. It would be helpful for leaders to have a planned curriculum designed by CLEAN International so that they can focus on running the event. As far as uniqueness of the event is concerned, the Worldwide Walk for Water already conducts unique activities during the event, like having participants hold full buckets of water during the walk, or planting trees. This helps with participant social connection to the main cause or mission of the event.

Working along this three-pronged strategy can help improve awareness of water issues and also increase the footfall for the Worldwide Walk for Water.

Review of Literature

Introduction and Research Question

CLEAN International is a non-profit organization based in Ventura, California with a primary focus on water, sanitation and hygiene initiatives, commonly referred to as WASH. CLEAN International works with partners in international communities to help resolve their water sanitation and water access issues (CLEAN International n.d.). The organization is still a very young non-profit organization with significant room for growth. This section consists of the literature review that provides information that would be useful for CLEAN International as they move forward and expand as an organization. The literature review focuses on three parts:

- 1) Social media marketing for nonprofit and nongovernmental organizations; and
- 2) Regional marketing and Geo-marketing; and
- 3) Case studies for special events.

The 2020 Cornell Consulting Team began this consulting project by developing a research question in order to guide the project in the right direction and provide CLEAN International with relevant information for reaching their goals as the organization grows. The research question is as follows:

“What are the best practices for a social marketing campaign to raise awareness and inspire action/behavior change in different regions around the world?”

This research question about marketing best practices will be answered through three approaches: social marketing as a tool for nonprofits, importance of regional messaging, and using comparative case studies which will be discussed below. These three components would be the highest leverage focus areas to meet CLEAN International’s specific needs.

Some of the interviews with Worldwide Walk for Water leaders and evaluations of organizations hosting similar events may overlap with the data methodology.

Social Media Marketing for Nonprofit and Nongovernmental Organizations

Importance of Social Media Marketing

Social media marketing attempts to change individual behavior and consider reaching individuals by influence and changing their perspectives. Generally, the field of social marketing is changing behavior to influence benefit society (Lee and Kolter, 2019). Social marketing is a growing need for nonprofit organizations to stay current and reach interested stakeholders.

Social media marketing targeting launched creating a trend to connection emotions with consumer markets and purchasing (Adeola, Hinson, Evans, 2019). In the business sector, consumers endorse the brands they promote on social media platforms through “likes”, “follows”, “shares”, and “retweets”. In terms of nonprofit or nongovernmental organizations, the “brand” is the cause or mission that the organization is working towards. In order for a consumer’s actions to be considered an endorsement, these actions must have the ability to be viewed by others in their network. For example, a consumer signing up for a newsletter sent via email would not be considered an endorsement because no one in their network would know of this action. An endorsement, rather, would be a consumer giving a “like” or a “follow” that is then shown to their network, sharing a post, or creating their own content to post that highlights the brand.

Nonprofit organizations – particularly humanitarian organizations – are easy for consumers to endorse because of the warmth factor (Aaker, Vohs, Mogilner, 2010). Nonprofit organizations are seen as altruistic organizations. If one were to endorse these brands to their

network, their network would likely presume that the person sharing the post is also supporting the organization financially. This signals two things to their network: 1) That the consumer giving the endorsement cares about others, and 2) the consumer is wealthy enough to have disposable income to support these organizations (Bernritter, Verlegh, and Smit, 2016).

Small NPOs and NGOs Social Media Effectiveness

Small organizations can have difficulties managing their social media presence because of the amount of time and resources it takes to have an effective presence. Small NPOs and NGOs do not always have the personnel with media expertise or budget flexibility necessary to manage their social media presence with regularity.

Small NGOs also face financial constraints and may have difficulties competing with larger NGOs working towards a similar cause. Understandably, many small NPOs struggle to make full use of their social media platforms. Organizations may tailor their content to their existing audience rather than having the bandwidth to create content attractive to a new audience. Other factors such as discoordination and low social media literacy can contribute to poor social media outcomes. A clear social media strategy and plan can help mitigate these challenges, and assist small NPOs in using social media effectively (Hou & Lampe, 2015).

Social Media Marketing Strategies

There are a number of social media marketing strategies that organizations can implement in order to use social media more effectively as a marketing tool. Before beginning any marketing campaign or social media tactic, the organization needs to determine its goals and target audience. Without clearly defining these two points, the organization will have a difficult time creating content aligned with its goals.

Nonprofit and nongovernmental organizations should have different marketing strategies than marketing strategies for a for-profit company. For-profit organizations market in order to increase their bottom line, while nonprofit organizations are marketing to gain awareness, volunteers, donations for their cause, or other types of support that do not directly influence the organization's bottom line (Pope, Isely, and Asamoah-Tutu, 2009).

Regional Marketing and Geo-marketing

Introduction to Regional Marketing

Regional marketing occurs when an organization divides the entire market into several segments on the basis of geography. There are several ways in which we can segment the market geographically. Geographical segmentation can be done on the basis of counties, cities, regions, countries, or international regions (i.e. Asia, Europe, etc.). We can also divide the market into rural, semi-urban, and urban segments.

In order to apply a marketing strategy to other regions, we cannot simply replicate the strategy, but instead need to account for the cross-continental differences in the adoption of the marketing techniques. Customization of marketing techniques across countries and continents is required given that the overall cultures, preferences, development potential, characteristics of stakeholders, involvement of local communities, and political scenarios – among other factors – may all vary (Zbuche, 2014).

Regional Marketing for Nonprofit Organizations

Marketing for nonprofit organizations has a wide range of objectives including: spreading awareness, increasing geographical reach, motivating people to volunteer, raising

funds, allocating grants, and lobbying to change issue-specific regulations or policies (Dolnicar, 2009).

Regional marketing is crucial for non-profit organizations and especially for CLEAN International as it ensures that marketing efforts are targeted towards a particular set of audiences across various regions. The marketing approach needs to be molded in order to meet the needs of target audiences from different parts of the world. CLEAN International is currently in its nascent stage and is focusing on expansion, hence, understanding the concept of regional marketing is extremely important.

Market Segmentation for Events

The importance of market segmentation for events has been justified by academic practitioners and event planners. Several authors (Felsenstein and Fleischer, 2003; Formica and Uysal, 1998; Van Der Wagen and Carlos, 2005) insist that events increase tourism activities and improve the sense of identity for the local communities. As events are becoming more popular, event managers need to profile attendees in order to guide their marketing decisions.

Segmentation breaks down heterogeneous markets into smaller homogeneous markets (Kotler, Bowen, & Makens, 2010). Market segmentation ensures maximum return on investment by targeting the attendees and providing them what they need (Perdue, 1996).

Geo-marketing

Geo-marketing is a buzzword to which businesses seem to have taken an affinity. The term 'geo-marketing' still lacks clarity and is generally used to refer to the spatial components of marketing. Geo-marketing is the concept of using locations to understand how to modify marketing activities for different campaigns (Oztalay, 2010). Ad campaigns with a geo-

marketing component tend to attract more traffic as they are customized for a particular geographic region. With an increase in the accessibility of location data, marketers have been using this data to target consumers in order to make their marketing campaigns more effective (Banerjee, 2019).

With the advent of connected devices, there are more opportunities for marketing surveillance. Marketing practices are being executed with the help of location data and geo-surveillance. The geo-marketing approach can be extremely helpful for CLEAN International when they want to launch a potential app across the globe.

Case Studies on Philanthropic Events

Clean International's largest event is the Worldwide Walk for Water, an international virtual fundraising event with an attached activity. Activities include planting trees, carrying water, walking, picking up trash, or any combination thereof. However, in events like these, it is important for event participants to feel connected to the larger mission of the non-profit or charity organization. This connection can lead to maximizing funds raised, marketing the event more effectively, or stimulating interest and participation in other cause-related activities (Snelgrove et al., 2013).

The following section will detail three case studies that were conducted to analyze the impact of personal connection to the greater mission of charity organizations using physical activity events. An online questionnaire for participants was conducted after a walk/run event for the Multiple Sclerosis (MS) Society of Canada. This study hoped to illuminate the ways in which participants developed attachment to the event, which in turn implied attachment to the greater cause (Snelgrove et al., 2013). In a second case study, questionnaires were given to

participants of three different single-day charity running events to decipher what parts of a charity sport event translated into participant's interest in other cause-related activities (Goodwin et al., 2017). Finally, in a third case study, interviews were conducted with participants of the LiveStrong Challenge in Texas to assess whether Gemeinschaft's six properties of "Sense of Community" allow for desired social outcomes of the organization and/or can assist event managers in advancing its mission. This research analyzed the "structural and cultural properties of Gemeinschaft among participants: dense and demanding social ties; social attachments to, and involvement in institutions; ritual occasions; small group size; perceptions of similarity with others; and common beliefs in an idea system, moral order, institution, or group" (Filo et al., 2013). Based on the properties found among participants, managerial implications were recommended.

The following section will review the concluded results and subsequent recommendations of the three case studies mentioned above.

One common theme found among the studies was the idea of centrality contributing to personal attachment to the organization. Centrality refers to the central role of a cause to one's life. In the first case, people with MS or those who had family members with MS aligned themselves with the cause, thus increasing their sense of personal attachment. In the second case, the runs were fundraising for Alzheimer's disease, anaphylaxis, and mental health. This study concluded that this social motive can be used by event organizers to leverage social connectedness and interest in a cause to encourage participation in their respective events (Goodwin et al., 2017). A second theme that showed up in the first and third case study was that of social bonding. These social bonds were grounded in the fact that the larger group

shared a mutual goal. In the LiveStrong Challenge, participants were inspired by their fellow participants, therefore developing social ties. This study suggests that social action can be incentivized using these social connections, through information and experience dissemination at the event, and to individuals not a part of that community (Filo et al., 2013). This study also suggested that participants “must accurately reflect and effectively communicate the charity’s mission, activities, operations” (Filo et al., 2013). This is only possible if participants are provided with the skills, material, and information to advocate. Organizations can host workshops or seminars. A third theme found was how the uniqueness of the event could contribute to participant connection. Uniqueness can be in location, environment, rewards, or ritual occasions. In the LiveStrong challenge, wristbands helped raise awareness, while in the second study, prizes were given to some winners of the runs.

These three reasons for attachment to the event may be used for CLEAN International as ways to increase attachment to CLEAN’s mission. First, in both marketing and conducting the event, the mission should be emphasized in relation to the prospective participant’s life. Perhaps for events hosted in the U.S, comparing water habits of those in the modern world with those who struggle everyday could be enlightening and add some perspective. Alternatively, providing facts – which are already included in the Worldwide Walk for Water marketing materials, available online – could be helpful for reminding participants how critical water is to life. The second theme of social ties seems ingrained in any sport event, however leaders of Worldwide Walk for Water events can brainstorm how to amplify social bonding during the event. Finally, the Worldwide Walk for Water already offers unique options for activities, such as carrying water and planting trees. This should – theoretically – deepen the

connection between participants and the cause. Worldwide Walk for Water leaders may want to brainstorm supplemental unique activities to include in their event.

Data Collection and Methodology

Research question

“What are the best practices for a social marketing campaign to raise awareness and inspire action/behavior change in different regions around the world?”

The central research goal of this project is to analyze the best marketing practices to raise awareness and inspire positive action across different regions of the world. These recommendations will be based on the analysis of the current marketing strategy being followed across regions for the Worldwide Walk for Water and also other such events by NGOs.

Findings related to this research question will be used to provide a set of recommendations to CLEAN International to improve its marketing strategy for the Worldwide Walk for Water.

Sources of Data and Methodology

This section provides an overview of the method followed by the Cornell Consulting Team used to collect data.

The Cornell Consulting Team determined that the best way to evaluate CLEAN International’s Worldwide Walk for Water campaign was through a combination of surveys delivered to participants after the Cornell event took place. We planned to supplement these surveys with in-depth interviews involving experts and leaders who have contributed to the Worldwide Walk for Water in some way in terms of event planning, organization, marketing, and more. Unfortunately, due to the COVID-19 pandemic, we could not host the event and thus could not get surveys from participants. Our team adjusted our methodology to conduct more in-depth interviews of experts from across the globe.

The research process utilized both primary and secondary sources of data. Primary data was collected through interviews with experts. These interviews were conducted in an individual setting where the Cornell Consulting Team spoke with each expert via video conference. Primary data was qualitative, and mainly includes the experiences and insights of experts. Furthermore, the expert's feedback will be considered when crafting the set of recommendations. Leveraging secondary data sources allowed the Cornell Consulting Team to understand the concepts of marketing in detail and helped compare and contrast the impact of such projects run by nonprofits across locations to provide a holistic analysis. Secondary data includes existing academic articles on the topic such as social media marketing, regional marketing, geographic segmentation for the purpose of marketing, and case studies of events similar to the Worldwide Walk for Water. The explanation of secondary data can be found in the Literature Review Section.

Interviews

The Cornell Consulting Team decided that interviewing experts would be a suitable method for primary data collection in order to gain insights into the planning, management, operations, and marketing of a Worldwide Walk for Water event.

For the purpose of the interviews, our team reached out to Heather Baker, President of CLEAN International, for her contacts who had experience in organizing the Worldwide Walk for Water in their respective areas. These experts hailed from different parts of the world – Tanzania, Guatemala, and the United States of America (New York) – which gave our team greater exposure to the water issues and event management practices used across these areas. We interviewed four individuals in total, namely:

- a) Jackson Buzingo, CLEAN International Ambassador, Tanzania
- b) Joseph Edward Wood, Science teacher - Antigua School, Guatemala
- c) Zoe Maisel, Secretary, Board of Directors, AguaClara Reach, New York City, USA
- d) Alyssa Marcy, Master of Public Administration Fellow, Cornell University, Ithaca, New York, USA

In order to be respectful of time, the interviews lasted a total of 30 minutes. The interviews had open-ended questions to elicit more detailed responses from the experts. The qualitative data collected by way of these interviews were meant to complement the research already conducted by the Cornell Consulting Team. The format of the interviews was semi-structured, so questions were not asked in any particular order. Some questions written on the Cornell Consulting Team's general question outline were not asked as they did not fit the context for certain interviews. Additionally, more questions came up naturally during the course of each conversation. All interviews occurred over Zoom, with one of the team members taking notes simultaneously.

The questions asked during the interviews are listed in the next section. It is important to note that these questions were not phrased exactly as written due to the nature of the interviewing process and each interview was slightly different from the other.

In order to gather the desired qualitative information - how to market the World Wide Walk for Water differently across regions and to different age groups, as well as finding out what characteristics the event possesses that contributes to its success - our team created a set of questions that included broader questions relating to the issues that water faces in their region. The team also created more specific questions about the event and its logistics,

marketing, and more. The questions were adjusted to match each interviewee's experience and to understand the event from their perspective.

Questions for interviews with Worldwide Walk for Water Leaders

1. What does water mean to you and other people in your region?
2. What are the issues surrounding water in your region and your concerns? (Access to water, cleanliness, etc.)
 - i. Are there any specific actions that you are taking/programs that are implemented?
3. How did you find out about the Worldwide Walk for Water? Why did you choose to participate in the Worldwide Walk for Water?
 - i. Did you start as a leader or a participant?
 - ii. Where and when did you host the Walk and what was the general agenda for the day?
 - iii. How did you cultivate an interest in the event/market it to your community?
 - iv. Did you find the event meaningful? If yes, why? If no, why not?
 - i. Did you feel like your participants felt the same way?
 - v. Did you add any additional activities to the event?
 - i. Did they reflect any of the issues in your community?
4. Are they likely to support your event/activities in the coming years?
 - i. Would you recommend this event as a positive volunteer opportunity for your network?
 - ii. Are you interested in volunteering with organizing the event in the future? Why?

Findings and Recommendations

This section details findings from the data collected through the interviews. These interviews were conducted with experts on the Worldwide Walk for Water in their geographical region. More information about the methodology for creating and conducting the interviews may be accessed in the above section of the report, titled 'Data Collection and Methodology.

The next section of the report includes recommendations for the Worldwide Walk for Water organized by CLEAN International gathered from expert interviews conducted by the Cornell Consulting Team. The recommendations include broad suggestions as well as specific ideas for improving the audience reach through targeted marketing strategies for the Worldwide Walk for Water. These are placed separately from the overall Final Recommendations given by the Cornell Consulting Team so that the reader may see the differentiation between the recommendations given by experts and the recommendations given by the Cornell Consulting Team in tandem with expert recommendations.

Interviews: Findings and Recommendations

The information gathered in the following interviews supplements the Cornell Consulting Team's secondary research and supports the Cornell Consulting Team's recommendations. The valuable information and insights provided expert interviews and added perspective to the Team's project.

We followed a qualitative approach to ask direct and open-ended questions. Furthermore, the team considered the background and experience of each interviewee in order to adjust the questions accordingly.

The summaries of the interview transcripts are provided in the Appendix, but the following summaries contain the major insights that helped the Cornell Consulting Team form their own recommendations.

Interview with Jackson Buzingo

CLEAN International Ambassador

Tanzania

Jackson Buzingo is a youth and climate activist. He is an En-ROADS Climate Ambassador and is the ambassador for CLEAN International in Tanzania. This interview primarily focused on his work as the ambassador for CLEAN International in Tanzania. Buzingo reached out to CLEAN International through their Facebook page in December 2018 and has been contributing towards the vision and mission of CLEAN International ever since. He organized the Worldwide Walk for Water in Tanzania in 2019.

Buzingo spoke to the major challenge regarding water in Tanzania (Kigoma in Western Tanzania) as being access to clean water itself. According to Buzingo, there is one tap for every ten households, whereas there should be one tap per household. The rural community has minimal access to water and the water supply is not reliable. If the water supply drops, the members of the rural community might have people without water for two weeks to one month. Additionally, water is not treated in rural areas and often contains dead organisms, or other potentially harmful contaminants.

Buzingo's focus has been to educate people on the extensive use of water tablets that treat water by reducing the prevalence of water-borne diseases as well as the overall benefits of treated water. He specifically stresses the fact that not all trees are environmentally-friendly

as some trees draw too much water from important water sources, and that people must be cognizant of this fact. He also suggests that such trees need to be kept at least four meters away from said water sources in order to protect them.

As a CLEAN International ambassador and climate activist in his community, the main events that Buzingo leads consist of various educational programs and tree plantation/removal. Most villagers understand the importance of saving water and understand that certain trees are harmful to water sources. Buzingo is also working with the Environmental Department to remove trees away from these water sources. He engages with many Government authorities of Tanzania, who offer him additional contacts which further support his efforts.

Two recommendations that Buzingo had for CLEAN's Worldwide Walk for Water:

a) The event needs to be made more public – which includes tapping into resources to help CLEAN International attract and reach more people via video clips and social media. Videos are more likely to captivate and engage an audience. Buzingo suggested that Facebook works as a good medium to reach out to the educated people of Tanzania. However, as many citizens are illiterate, home visits or public events help alleviate the challenge of contact, which is why he engages with many Government authorities.

b) A priority for CLEAN International in Tanzania should be building tanks for other rural communities to provide them with access to water storage facilities. More water storage facilities would mean these rural communities would have more access to clean water.

Interview with Joseph Edward Wood

Science teacher, Antigua School

Guatemala

Joseph Wood graduated from Princeton University with a special interest in public health issues. He has been a public health service coordinator and secondary science teacher at the Antigua School in Guatemala. The Cornell Consulting Team's interview primarily focused on his work as the Event Coordinator for the Worldwide Walk for Water at the Antigua School in 2019. Heather Baker, President of CLEAN International, had contact with Ecofilter in Guatemala, a social enterprise located in the same town as the Antigua School that creates sustainable water filters. In order to raise money to donate Ecofilters to Guatemalan communities, Wood implemented the Worldwide Walk for Water as a week-long, school-wide project. Wood touched upon the fact that access to clean water is a major issue in Guatemala where 90% of the water is contaminated with agricultural products, plastic waste, and other contaminants. According to Wood, a large majority of people in Antigua use Ecofilters. In the pueblos, or towns, surrounding Antigua about half use Ecofilters and in rural Guatemala, the technology is almost nonexistent. In Wood's experience, if households do not use Ecofilters, they purchase water in large plastic jugs, smaller bottles, or sometimes cases of plastic bags full of water. Finally, some may just drink tap water.

As a secondary science teacher, Wood inculcated the Worldwide Walk for Water in the curriculum for all students through K-12. Every student in the school participated in two 45-minute gym classes dedicated towards the Worldwide Walk for Water. Wood went personally to the first class for each grade level.

Additionally, in order to raise awareness, Wood organized a fun competition between the houses of the school, wherein the 11th graders were given the responsibility to raise awareness. A few whole school morning assemblies were also dedicated to explaining the

concept of water scarcity. In order to market the event in the school, posters were used. The 11th graders also went into town to gain corporate sponsors as a way to get businesses involved. These students walked three afternoons to get five sponsors and managed to raise USD 5,000. EcoFilters were then purchased with the amount raised. 90% of the Ecofilters that were raised through the fundraiser went to a local town clinic of Santo Tomas La Union, Suchitepéquez, Guatemala. 15 Ecofiltros were given to the Los Patojos school in the town of Jocotenango.

In terms of spreading awareness, Wood was extremely happy with the outcome of the Worldwide Walk for Water school week. According to Wood, his students kept asking him when the event would be held again. Due to the lessons, his students now understand what water scarcity is and they relate even more deeply with the cause as some of them experience the impacts of water scarcity on an everyday basis.

Two recommendations that Joseph had for CLEAN's Worldwide Walk for Water:

- a) Wood believed that planning the event a few months earlier could have led to an increase in the audience or number of corporate sponsors. This is something he would have changed his second time around.
- b) Wood believes that there is an urgent need to incorporate Environmental Studies within the curriculum of school-going children. As a result, he is designing and developing a free online curriculum that can be used to highlight key issues related to the environment during the Worldwide Walk for Water week.

[Interview with Zoe Maisel](#)

Secretary, Board of Directors, AguaClara Reach

New York City, New York, USA

Zoe Maisel is the Secretary, Board of Directors for AguaClara Reach, based in New York City. During her undergraduate and graduate days at Cornell University, she was associated with AguaClara Cornell. AguaClara Cornell is an engineering-based project team that designs sustainable water treatment plants using open source technology. AguaClara is committed to the ongoing development of resilient, gravity-powered drinking water and wastewater treatment technologies (AguaClara Cornell, n.d.). This interview primarily focused on Maisel's work as the Secretary of the Board of Directors for AguaClara Reach which organized the Worldwide Walk for Water in New York City.

Maisel touched upon the marketing aspect of Worldwide Walk for Water and how they prepared marketing materials for the event. These marketing materials included posters for the website as well as social media and email templates for volunteers. Additionally, the team reached out to professional societies like the American Water Works Association (AWWA) and the New York Engineering Associates, P. C. (NYEA).

Last year's Worldwide Walk for Water event in NYC mainly included AguaClara volunteers. According to Maisel, it was a great opportunity to reconnect with people of similar interests. Additionally, invited consulting firms got their name out through employee volunteering opportunities. Maisel's company had about ten employees participate last year. This year, the Worldwide Walk for Water was expected to draw a greater turnout and also more corporate donations, however, due to COVID-19, the event unfortunately could not take place.

As Maisel had not managed the event the previous year (2019) and the event did not take place this year (2020), she did not have any specific recommendations but instead gave the Cornell Consulting Team guidance on the types of marketing material that could be used to draw traction. More platforms were used in 2020, which may have led to a larger expected turnout.

Interview with Alyssa Marcy

Master of Public Administration Fellow, Cornell University Ithaca, New York, USA

Alyssa Marcy is a second year Master of Public Administration fellow at Cornell University. During the Spring 2019 semester, Alyssa took PADM 5900, Consulting for Public and Nonprofit Organizations (the same course in which the Cornell Consulting Team is currently enrolled) and worked with CLEAN International on her project. Marcy has been working with CLEAN ever since and is now writing lessons for fourth-graders explaining the importance of water resources and sustainability. She grew up in the Fingerlakes region of New York State, which, according to Marcy, has great access to water. However, one issue that plagues the region's water are harmful algal blooms – a consequence of various industries throughout the region.

Marcy and her consulting team hosted the 2019 Worldwide Walk for Water on Cornell's campus. The event was hosted for four hours on the Arts Quad (Cornell's main quad) and due to inclement weather transitioned into Klarman Hall – a nearby academic building. In preparation for the event, bulletin boards and posters were posted along the Arts Quad measuring the walking distance and stating water related facts given by Heather Baker, President of CLEAN International. The main activity during Cornell's 2019 Walk for Water

involved carrying buckets around the Arts Quad to simulate communities around the world that have to walk for their water. Marcy felt that the event was meaningful to her and the participants because the facts stated on the posters along the walk brought meaning to the event. There was also an option to buy a T-shirt or Swell water bottle with a repeating donation.

In order to cultivate interest in the event, each member of the 2019 Cornell Consulting Team reached out to three to five Cornell student organizations. Marcy mentioned the difficulty in finding the right people to reach out to in each organization. Her team also used the email Listserv function for the Cornell Institute of Public Affairs and Aguacilara. During the event, passersby joined. The following week, the team hosted a separate tabling event on the Arts Quad. This event was focused on a refugee camp in Tanzania. For one dollar, people could buy a tree for the camp. The collected donations were also used towards purchasing water filtration items for Tanzania.

Three recommendations that Marcy had for CLEAN's Worldwide Walk for Water:

- a) Due to the weather, Marcy was worried about the turn out of the event. After conducting a tabling event the following week for donations for a Tanzania refugee camp, Marcy suggested that having trees to buy at the main event would have allowed people who did not want to participate in the walk due to bad weather to still contribute through purchasing and donating a tree. A combination of the two events may have proved to be more successful than each event being separate.
- b) Marcy also mentioned that during the event they had Swell water bottles to give out in exchange for donations. Many people were interested, but due to an existing policy, receiving a

water bottle required a repeated monthly donation. Marcy suggested that if the bottles were available for a larger, one-time donation they may have had greater success in garnering donations during the event.

c) Lastly, we asked Marcy about the 4th grade level lessons she has created for CLEAN International. She believes lessons for a greater range of grade levels would be helpful for the organization. She also suggested that CLEAN International create supplemental activities for the Worldwide Walk for Water that individuals and organizations can easily add to their event.

Cornell Consulting Team: Findings and Recommendations

The following section will outline the recommendations given by the Cornell Consulting Team regarding the Worldwide Walk for Water, as well as CLEAN International itself. These recommendations are a combination of literature review, interview, and team ideas.

Marketing

Based on the literature review, focusing on a target audience helps improve marketing. Target audiences may go hand-in-hand with regional marketing. For example, marketing the Worldwide Walk for Water is very different in Tanzania than it is in New York City. When creating posters to be distributed in different places, CLEAN International may want to focus on how their organizations help alleviate problems prevalent to that specific area. A Worldwide Walk for Water event marketing platform conducted on a college campus may want to appeal to a younger audience.

Additionally, it is helpful for leaders marketing their event to use the best platform or most used platform in their area. For example, Jackson recommended using Facebook, as it is a widely used platform for literate Tanzanians. Zoe mentioned how expanding the use of social media platforms in her 2020 marketing scheme would have made a larger audience turn up to the event.

Education

Whether conducting education programs like Jackson, or implementing water issues into elementary curriculum like Joseph, it is clear that education plays a large role in the Worldwide Walk for Water. Both Joseph and Alyssa agreed that it is important to teach children the importance of water issues from a young age. Perhaps, Alyssa's programs can be

implemented in other Worldwide Walk for Water's that involve children around the United States. Additionally, her curriculum could be used as a model for children of other countries. It would be helpful for leaders to have a planned curriculum designed by CLEAN International so that they can focus on running the event. Additionally, the facts that are used on posters during the Walk were very significant to the success of Mary and her Cornell team's event. CLEAN International should continue providing this information to leaders to convey "centrality" of the event. A study reviewed in the literature review concluded that this social motive of centrality, referring to the central role of a cause to one's life, "can be used by event organizers to leverage social connectedness and interest in a cause to encourage participation in their respective events" (Goodwin et al., 2017).

Uniqueness of the Event

The Worldwide Walk for Water already conducts unique activities during the event, like walking holding full buckets or planting trees. This helps with participant's social connection to the main cause. Another way the Worldwide Walk for Water could boost the uniqueness of the event could be including merchandise such as Swell Bottles, without a tie to a repeated donation.

Next Steps

Action Plans from the Findings and Recommendations Section:

1. Focus on improving social media presence (Facebook, Instagram).

The Cornell Consulting Team believes CLEAN International will benefit as an organization if more emphasis is put on a social media plan for the organization itself in order to gain more traction and induce more interest in future Worldwide Walk for Water events.

2. Place emphasis on producing videos as a part of social media content.

The Cornell Consulting Team believes videos should be a focus on CLEAN International's future social media plan. According to a survey taken by Databox, almost 60% of Facebook marketers say video ads tend to drive more engagement than photos ("Videos vs. Images," 2019).

3. Advance app development using Geo-marketing practices.

The Cornell Consulting Team believes developing a CLEAN International-sponsored app for Worldwide Walk for Water participants could help make the event more engaging. An app could also be developed for leaders to help them coordinate and plan their events.

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Appendix

The following appendix contains the transcriptions of three out of the four interviews in chronological order. The Cornell Consulting Team's Questions are outlined with numbers or bullets. The interviewees answers are outlined with dashes (-).

Interview 1: Jackson Buzingo (J.B)

1. Our first question is what does water mean to you and other people in your region?

- Thank you for the good question. Water here, the main component for human living, if there is no water in my community there will be no life. People in my community perceive water to be the main component of life because even when a village is going to be set somewhere like when the farmers are finding an area for new cultivation what they look for is water. Does this area have water that is available? If water is available in that area, then a village can be developed there. So, water is perceived to be the main component for humankind to be living here in my community.

1a. Thank you. Are there any issues surrounding water in your community that you would like to highlight? Or concerns, as well?

- Yes, the main concern with water is the access to water in my community. It is a challenge. In most of the rural communities they have no water access at all because they are dependent on water that is coming from deliveries from the town communities in the urban areas. The supply is not reliable, for example, someone may have a tap where they can get some water but if the water was dropped today it can take some time before the water reaches the tap, up to two weeks. Because we know of this situation and the issue of water supply, we tend to build local built tanks that are mostly square buildings that can be used to store water because water shortages can make water be unavailable for one to two weeks. Even sometimes it will be unavailable for up to a month, even in the urban areas. So that is the main challenge. The second challenge is clean water is some sort of fairy tale. Most of the water is not treated,

particularly in the rural areas it is untreated. You can find some of the dead organisms and the dirty organisms in the water. So that is a real situation we are facing in my community.

1b. Just for clarification, did I hear you say deliveries of water?

- Yes, the ministry of water and sewage management is responsible for water supply in the district and in the villages. However, due to rural budgets they cannot manage to reach all of the villages in terms of water supply and to ensure that each household has access to a tap for water. So mostly one community has a shared tap for more than ten households. That is the situation.

1c. That is our wrap-up on the first questions surrounding water. Do any of my teammates have any questions they would like to add? Yes, I would just like to clarify which region of Tanzania you are in?

- I am in Kigoma in Western Tanzania. It is on the border with Burundi and Rwanda.

2. Our next question is how did you find out about the Worldwide Walk for Water and after finding out – why did you choose to participate?

- Yes, I once discovered the walk for water in 2018 December when I was on my Facebook page. I found the CLEAN International Facebook that was calling on people to participate in the walk for water. That is where I became interested because before that I was an activist for trying to get people to use clean water so when I saw the page, I thought that we could work together to achieve these goals. I started to contact them and I was in contact with Santana, in 2019 and this year we did the walk for water as well as tree planting and making an education visit to some of the rural households as well as this year we did the same activities but due to COVID-19 some activities have been cancelled.

2a. So you started off as a leader from the beginning?

- Yes, for sure.

3. You were talking about the different activities you did during the event. Can you give us a general breakdown of the event? Where, when, the general agenda of the day, which activities were you doing or prioritizing?

- Yes, the main agenda that we focus on, particularly on my first walk for water was to educate people about using clean water. Particularly treated water. Here there are tablets called water guard that you can find at the health facilities that are being provided for free of charge to the people so that they can treat the water in their households but most of the people are not interested in the tablets. My task was to get them to use the tablets because they can help us avoid waterborne diseases that are associated with water contamination. I was able to reach about 42 people in more than 13 households.

3a. So I noticed that you said in discussing these topics, there are some topics that you said people were not as interested in. So, when you were first getting the event running how did you cultivate interest for people to participate?

- What I normally do is give notice to the local government authorities. I tell them that I am conducting events to raise awareness with the local communities on the uses of clean water and they give me a permit to conduct the activities.

3b. Do the government officials that help you out also attend the event?

- They are giving me cooperation, but it is mostly to give me the permit and link me with other rural leaders and also to share with them if I have some sort of materials that I want to share with them. If they have materials, they want to be shared they will send them to me so

that I can include them with my education program. That is the only support that has been given to me. Most of them are not interested in helping with the education program because I am doing it on a volunteer basis, and they want to be paid if they come to join me. I do not have the funds to pay them because I am just volunteering. So I go with the few members that are in my organization and I try to mobilize them and motivate them to do it for the sake of our community. Because when our community suffers, it means that we will not all be better.

3c. In hosting the event and doing your education programs, do you as a leader find that work meaningful or impactful?

- The impact is the education program is going well and when they receive the education most of them become interested with the program and they say that they did not know about it before but they want to learn how they can treat water without the tablets from the clinic. So we teach them to boil their water. The filters are too expensive for the local communities to buy them, so we have to stick with that. As well as talking about the water sources there. We teach them that they should only plant trees next to the water sources that are environmentally friendly. There is one tree that is next to the water sources that is not environmentally friendly and that is using up the water sources. For example, the Eucalyptus tree can absorb more than 40 liters per day so it should not be near water sources because it can make the water sources become dry. So that is my education program, we have to keep and protect the water sources from destruction. If the human activities will be going on, particularly farming, will make the water sources to be in peril. So in the future access to water will be a catastrophe.

3d. When relaying this information to people about protecting the water sources and what to plant, do you feel like they are using this information and paying attention to what you are saying?

- Yes, most of the villages and rural communities agree with me that those tree species are not environmentally friendly, and they go to remove them. Some people due to lack of education tend to be stubborn and don't want the trees to be removed. We have come up with a plan with the district ministries that if there is funding, we will come up with a program to remove these types of trees from the water sources. The government and most people are stubborn because these trees are being used for business so there is fear that there will be interruption, but they are being planted by the water sources.

3e. So in the Worldwide Walk for Water, is the education component that you are using or the tree planting and removal that you are doing the main events?

- Most of the activities that I have been doing is tree planting as well as education about using clean water. Those are the main two events.

3f. That is wrapping up our third set of questions. Does the team have anything else to add? I have two questions. The first one is, are there other organizations in your area that are working on similar issues surrounding clean water and water access?

- There is one organization that is also rooted in the USA called Water Mission. They have conducted activities such as tree planting and they used to provide it to the district also. In 2017 they provided the district with trees. They have also given tanks for the rural communities. They are not focused on the education of clean water.

3g. Have you ever partnered with any other organizations to help with the Worldwide Walk for Water?

- There is one company that is focusing also on water initiatives. It is based in Kigoma town, and I once reached out to them to help with the Worldwide Walk for Water last year and they said due to their tight schedule they could not join. I did the same this year and they told me that they are not able to work together with us because they are mostly focused on just sending the water they produce in their company. They are not as focused on water initiatives.

4. Lastly, are you just focused on doing the water education and tree planting or removal on the one day of the Worldwide Walk for Water? Or, is this something that you are doing regularly throughout the year?

- I used to do the activities through the Worldwide Walk for Water, but another time I did it during the world water week. I will go to the rural communities with my organization or friend and we will talk to people about water. Sometimes we will go to their houses and tell them and their family the importance of using clean water and the necessary activities to avoid water contamination and water diseases

5. I actually thought of one more question, at what age do you think is the best age to educate your community on these topics?

- The normal age that I am able to reach them is secondary school students, teenagers, and young people. For the women it is usually under the age of 35. The range is from 16 to 35.

6. Are you likely to continue these activities and your leadership role in the coming years?

- Yes, since I perceive these to be fruitful and I can measure the impact. Last year CLEAN International offered 300 trees to a village and I went there this year to see the progress of

those trees and they are growing up and the community are well aware that they have to protect the water sources. I think these activities should continue and I will lead in the front lines for the sake of making my communities lives better for the future. Climate change is going to be a big issue if these water initiatives cannot be focused on.

7. Do any of my teammates have something to add or do you, Jackson, have anything to add? We would love to include it. Team member: My question is, we were talking about the main activities you are doing around the tree planning and tree removal so when we are talking about marketing something like that how are you able to market something like that to a layman? With tree planning on one hand, and tree removal on the other, how do you market such content?

- What I am doing here there is no marketing. What I try to do is notify the local authorities that I will have some sort of activities or event and in my letter, I suggest a date but then we schedule together. Once we agree on a date, I go to address the people about the program. In terms of marketing, the rural leaders themselves will announce the event to the rural people and communities so they know the event is happening. You then have to be punctual on that day because the people will turn out and be waiting for the event and we do the program together. If it is going to be a home-based program, they inform communities to expect someone to be coming to their house to talk about water initiatives and education programs so do not worry because they are people who have been allowed to do this activity.

8. Team member: Have you done similar programs or these same water initiatives in other regions in Tanzania?

- Not yet. I have mostly done these in different towns and villages in the Kigoma region.

9. Team member: Secondly, you said that you found out about the event of Facebook and I am wondering what you think would be a good platform, either Facebook or something else, to reach other leaders like you in other communities so that more people can be more involved in these same initiatives?

- Facebook can be a good way to reach people, particularly those who are knowledgeable and those who are educated. In my community, most of the people that I reach do not know how to read or write so social media cannot be useful to them. I normally visit them personally to reach them or make a public event. But using Facebook is a good way to reach those that are educated. For the leaders it is okay, most of them have a social media account and can be reached there.

10. Thank you for taking time out of your day to discuss this with us. Does anyone have anything to add? Jackson, do you have any questions for us?

- J.B: I have one question. To what extent is Worldwide Walk for Water in my community addressed in your community? The water situation here is very challenging.

(Team member: So to clarify, how are we taking this information about your community and making it helpful to a community like ours?)

- J.B: Yes, so this is a good start making this information available for other stakeholders. Here it is still a challenge and we are not able to fill the gap in the whole country as you do in the USA.

Team member: So I think the Worldwide Walk for Water and how it is hosted in different parts of the world has different approaches. So the approach in the United States may look different than it does in your community because here we have a few communities that do

not have access to enough water or clean water, but for the most part we do. The Worldwide Walk for Water here we are trying to build awareness about water issues around the world through the event to inspire participants to help people across the globe have access to clean water whether that is researching different methods of cleaning water or just donating money to an organization like CLEAN International that is distributing resources to help people access clean water in different regions around the world. In the United States, the event is more about inspiring others to take action to help people around the world, where in your community it makes it look more like education and tree planting.

Off of that, I think that you are saying that your community is only one out of your whole country. Right now, our project is trying to determine how CLEAN can best market their mission and that mission is to help communities around the world. So sparking the issue in communities in the US that do not give a second thought to problems around the world may create a reaction to help and spread the mission to other places.

- J.B: Yes, and finally I saw in the document you sent that there is a place for me to give a recommendation that I have. I have two recommendations on the future Worldwide Walk for Water and one is to make the event more public and prepare the resources to give us the potential to reach more people... some sort of video clips that demonstrate to people the importance of access to clean water. Second, as far as CLEAN International and other stakeholders that support the initiatives. For those communities that we are able to reach it will be helpful if we are about to get tanks to them. Like they did this year in providing the tanks to Kabanga Primary School and it will be giving a lot of help to the school because students were

walking more than 20 minutes to fetch water so giving these tanks will provide relief. It would be a great initiative.

Interview 2: Joseph Wood

This interview was not recorded. However, the same questions used in the other interviews presented in this appendix were used during this interview.

Interview 3: Zoe Maisel

1. How did you find out about the Worldwide Walk for Water? Why did you choose to participate in the Worldwide Walk for Water?

- I found out about the Worldwide Walk for Water through AguaClara in NYC, where I volunteer. Previously, I was a student at Cornell University (Bachelors and Masters) and was involved with AguaClara Cornell along with participants.

1a. Did you start as a leader or a participant? Are there any specific actions that you are taking or programs that are implemented?

- After graduation, I moved to NYC and started working in the field of Environmental Engineering with Aguaclara and continue to volunteer with Aguaclara reach. I have been involved as a participant but was supposed to be on the frontlines for the Worldwide Walk for Water event to be held in 2020, which was unfortunately cancelled due to the pandemic COVID-19. Last year, I attended the Worldwide Walk for Water event and was not a leader for that.

2. Where and when did you host the Walk and what was the general agenda of the day?

- The walk was cancelled due to COVID-19, though the walk this year was to be held around Central Park. Last year, I attended the Worldwide Walk for Water event and was not a leader for that.

2a. How did you cultivate an interest in the event or market it to your community?

- To cultivate interest in the event, we created a virtual event, poster for the website and social media. Further, we designed email templates to be sent out to volunteers, who would

further create awareness. Additionally, we reached out to professional societies such as American Water Works Association (AWWA), NYEA, etc.

2b. Did you find the event meaningful? If yes, why? If no, why not? Did you feel like your participants felt the same way?

- Yes, I found the event meaningful. The event last year happened at a small scale with about 30 people attending it. Last year's event was mainly AguaClara volunteers and it was a good event to reconnect with individuals with similar interests. A few consulting firms got their names out as their employees were volunteering for the event. My firm had ten people attend the event last year and we were expecting a better turnout this year.

3. Are they likely to support your event or activities in the coming years?

3a. Would you recommend this event as a positive volunteer opportunity for your network?

- Yes, for sure! Last year the participation was limited and this year we were expecting more participation, hence creating more awareness. The volunteering experience has indeed been a very positive opportunity.

3b. Are you interested in volunteering with organizing the event in the future? Why?

- Yes. I believe it is a good way to connect with people sharing similar interests.

3c. What was your hope from this year's event?

- My hope from the event this year was an increase in the turnout and the corporate donations. We reached out to far more people than last year through our marketing material and were hoping to see an increase in participation.

Interview 4: Alyssa Marcy

1. How did you find out about the Worldwide Walk for Water? Why did you choose to participate in the Worldwide Walk for Water?

- Last year, our Cornell consulting group worked with Heather and CLEAN [hosting the Worldwide Walk for Water on Cornell's Campus]. Our issue last year was the weather. The day we had our event it was sleeting, really cold and overall bad weather.

1a. Can you talk a little bit more about the general agenda of the day?

- Prior to that we had reached out to other groups like Aguaclara and a couple of other groups to participate (CIPA, Cornell)/ random networks we had. We had gotten the buckets so people could carry them. There were t-shirts and water bottles available. So we were in Klarman Hall, we really wanted to get the track so we could have an indoor option, but basically we didn't jump on it soon enough. So we ended up using the Arts Quad, there were yard signs with facts set up around the quad, we had measured what one complete lap would have been, which I think was about a quarter of a mile. We sat there and we had some people who had said they would come down and do it and we also grabbed passersby. The weather was really hard so we stayed there for a few hours. Following that event we set up a separate tabling event, a week or so later, where people could buy a tree and help contribute to the refugee camp in Tanzania, the trees were being used to help their water filtration systems. That was really successful, people really loved it. It was a dollar, it was easy, and it was an immediate contribution. In my mind, that would've been a great thing to have at the actual walk for the people who didn't want to go out into the sleet.

2. How did you mainly cultivate interest in the event and market it to the campus?

- I used the listserv for CIPA to send out an email blast. We were connected with Aguaclara directly by Heather's contact. Kat at the time who was a second year was a part of the sustainability office so she got in touch with her co-workers. It was basically people we already knew. We also chose 3-5 organizations each to reach out to and did it that way. It definitely helped if there was an established relationship, or if there was a middle person.

2a. Did you find the event meaningful?

- For one, a lot of people don't really know these statistics, especially not experiencing water issues, so why would they participate, why would they care? But I think the way Heather has articulated those facts is really easy to just spit out and educate people. I also think when people had to physically experience carrying the bucket they got a lot out of that.

2b. So you would say the participants felt like the event was meaningful?

- They had a lot to talk about afterwards. There was interest created there, something meaningful.

2c. Were there any additional events?

- We had t-shirts and water bottles. What was kind of funny about that, was a lot of people wanted the water bottles, they were Swell water bottles. So many people wanted to buy them but because of the fact that they were donated, you had to make a repeating donation and people were not willing to do that. I feel that there was a lot of missed opportunity there with even just getting donations. At one point, Heather said they could donate however much they wanted monthly.

2d. Were the facts presented at the tabling event too?

- I had a few facts but they were about the refugee camps specifically, from Jackson. It was something I didn't even know about, so I think it resonated with a lot of people.

2e. If you were to have done it again, would you have reached out to more people, or do you think the number you got would've stayed the same?

- I think it would've helped to reach out to as many people as possible. I did end up talking to one class as I was in a class about water, I forgot to mention that. If there had been opportunities to talk about it in more classes it would have been helpful. It's really hard to figure out which student organizations on campus are active, and who's responsive, and what's the best medium to contact them. I struggle with that, even outside of this so I think the best thing to know is figuring out how to navigate the system we have for contacting people. Another thing we didn't figure out per say, was how do you put something on a student's agendas when they already have so many other things going on. We did have a Facebook event, I have run a few Facebook pages and there's not a lot of activity. Maybe Instagram would've been the better option.

3. We wanted to know what you have been keeping in mind when making the 4th grade lessons.

- It's been an interesting process for me. It's funny because in the middle of this, Heather asked if we could do the lessons virtually. Essentially, what I was trying to do was describe the water crisis to kids, and have it be activity based so they could get their hands on things. Since they're 10 years old their attention span is pretty short. I have 5 lessons, one of them includes the walk. The idea behind it was that these lessons could be used during the Worldwide Walk

for Water week and they kind of build upon each other so children would have a really good idea what the water crisis was and that they could experience the walk, participate in it. I ended up having a lesson on water scarcity, water in our daily lives, water and sanitation, how do you clean water, which incorporates Jackson and planting trees. The last one I have is on sustainability, trying to explain the concept within the context of water.

3a. Why did you guys choose 4th graders?

- So fourth grade is a really interesting age because a lot of curriculum exists is aimed at an older age group, a lot of stuff with college, a decent amount with high school, really nothing going on with kids. The research I was looking at said that in fourth grade, around the ages of 9 and 10, kids start to develop ideas of ethics, like good and bad, and forming ideas on things, and that's when they start to form cause and effect relationships on things so it seemed like a really good age to do this.

4. Are you likely to support this event or activity in the coming year?

- I think I would like to be involved, even this year I made my family go. We're doing so much walking already, it's an easy thing to do. I think having an education component is really important so I hope teachers can benefit from that.

4a. Would you recommend this event as a positive volunteer opportunity for your network?

- Yes, definitely.

4b. Would you be interested in volunteering or organizing the event in the future?

- Yes I was even thinking about beyond graduating, I would. I love Heather, I love what the organization stands for, I loved the photos Jackson sent, it's incredible, you can see what your work is doing.

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