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From: Philip Klinger

To: Mark Thompson

Subject: National Pacific American Leadership Institute (NAPALI)

1. **Overview**

Throughout the past hundred years there has been a notable difference of cultural changes occurring within Hawaii and the rest of the Pacific Rim. One major reason for these changes is due to the high level of immigration and subjectivity of European/Asian Culture’s influencing everyday activity on the Islands. These changes to the way people live their lifestyles has had a direct impact upon the indigenous populations of the Islands as well as the cultural values and beliefs that go on within those communities. The National Pacific American Leadership Institute (NAPALI) is an organization that was started 13 years ago hoping to bring back community efforts and values to the people within the Islands. Some of the direct ways that NAPALI tries to make a difference is through their audience of the “Fellows”; graduates of the NAPALI Leadership Program. Their main mode of communication tactics has been by “word of mouth” and personal relationships. At one time the word of mouth tactic had as similar an effect on individuals in a population as any other tactic; however, increased technology with computers, the World Wide Web, and personal media devices such as cellular phones and IPods has made the tactic become a backdoor activity and almost a concept from the past. In fact, the Word of mouth tactic has proven to be so old fashioned that the NAPALI organization has been having difficulties reaching future Fellows in hopes of keeping their leadership program alive and prosperous. (NAPALI Report, page 7) If only the message of the NAPALI program could be spread utilizing more up to date communication tools and activities, the organization would have a fighting chance to succeed in a 21st century world. In Part IV of this paper, I will be discussing different communication strategies that NAPALI could use along with separate tactics for each strategy that may be able to increase the awareness of the NAPALI name across the Pacific Rim and into the lives of American Pacific Islander. Increasing the awareness of the NAPALI leadership program is the first and foremost intention that the organization should have, because it is through their target indigenous population that they will be able to sustain themselves in future years. For this reason we are setting up a Communications Objective to see if these strategies and tactics will increase the awareness of individuals 30-50 from 10%-50% within a 12 week period. Lastly, I will be discussing the controls, including details of the measurements that will ultimately give us and NAPALI a better idea of how to effectively communicate with people in the Pacific Rim. That is, the controls will lay out if the strategies and the tactics/activities proposed in this paper were effective in the communities throughout the Pacific Rim or if new strategies and tactics need to be thought about and written over again.

1. **Situation Analysis**

The National Pacific American Leadership Institute (NAPALI) is having a very successful year, incorporating more Pacific Islander Americans than it has in multiple years past. NAPALI has a long history of successful turnout: 13 years of Leadership Programs with no attrition (dropouts), resulting in the graduation of 179 Pacific Islander American Fellows. These “Fellows” are made up of individuals from all over the Pacific Rim whose main objective is to preserve their native culture and values to future generations. NAPALI has a unique niche in the community of Pacific Islander Americans due to the lack of Culture Based Leadership Programs, local and abroad. The prosperity that they are experiencing today could not be expected had it not started 13 years ago when members of the Board of Directors spoke with Peter Drucker, the business management guru. Drucker’s position in helping the organization really influenced the current methods of mass communication/business to enlighten others in the NAPALI community around a common goal. This goal is still seen today in preserving the cultural ties and values at the core of Pacific Rim societies. NAPALI Graduates are highly respected in their own communities and in the larger continental United States. This organization, NAPALI, has been supported in the past by a single non-profit funding source: The Geneva Foundation. As NAPALI transitions from a single Foundation’s support (The Geneva Foundation) to its own non-profit organization, this will present new challenges as well as opportunities for grant writing and local community support.

All these programs/organizations listed below and others with similar messages to NAPALI are competitors because they encourage culture-based leadership community dialogue among islanders, they deliver the actual programs for cultural based Leadership, the location of the Leadership Programs take place in the Hawaiian Islands, and the members of the programs “talk story” (brainstorm) on how to make their leadership skills stronger and more relevant to their community needs. The competitors are other culture-based leadership programs offered by universities, colleges, and Kamehameha Schools. For example Kamehameha schools were set up by the Hawaiian Princess Bernice Pauahi Paki Bishop to ensure that Hawaiian children of future generations received a solid education, including leadership skills. This vision of hers has resulted in partnerships with the University of Hawaii to fund culture centers and Hawaiian immersion schools that promote and preserve Hawaiian identity and leadership skills.

Major direct competitors that have a similar message to NAPALI are:

1. The Center for Hawaiian Studies at the University of Hawaii at Manoa
2. BYU- Hawaii/Polynesian Cultural Center
3. Environmental Leadership Program at Brown University in Rhode Island (held in Hilo, Hawaii)
4. Polynesian Cultural Club “Na Kahumoku” in West Hawaii (The Big Island of Hawaii
5. The Pacific Leadership Program
6. The Pacific Leadership Program at the Australian National University (Leadership in Melanesia, Micronesia, and Polynesia)
7. Asia Pacific Leadership Program at the East-West Center in Honolulu, Hawaii
8. Changing Faces Leadership Program: Women as Innovator Entrepreneurs at the East-West Center in Honolulu, Hawaii

All of these competitors are growing in their market niche through enrollment numbers and funds because of the increase in global awareness that indigenous communities and heir cultures hold solutions to multi-cultural population and environmental issues. The people creating these organizations have been wounded in the past from multiple outside economic and political pressures. Another example: outside nations have taken advantage of islands’ geographic locations and resources for their own military and economic trade purposes. As these competitors continue to grow, business seems to be more dependent upon what they do and say: their message is one of putting “Culture” back into “Leadership”. As this message continues to spread, culture based groups experience its relevance to their daily lives and community problems, ultimately driving business to annual Leadership Programs.

**Decision Making Units**

The decision making units relative to the donation of funds and the overall growth of the organization are and will be headed by the NAPALI Board of Directors situated across three States: Washington, California, and Hawaii. The Board of Directors is comprised of Kupuna’s (Elders) who are all in their 70’s and 80’s. The following information has been retrieved from the NAPALI Foundation Report 2007: within the structure of NAPALI there are also Regional Leaders within the three states that are responsible for recruiting future Fellows. All of the decisions, for finances and programs, are made by the Board of Directors with input from Regional Leaders. Part of the decision making process is their commitment to scholarships for each Fellow who attends the Leadership Program. All decisions revolve around the successful completion of the Leadership Program each year. This includes the logistics of travel, housing, food, leadership activities, local transportation, program speakers, technology needs, and a graduation ceremony. It is imperative that NAPALI stays within the constraints of their budget of $3,400 per Fellow in each Leadership Program. Budgets that fall outside of this category can present favoritism which defeats the internal goal of the organization: that all Fellows are to be united through their Pacific Islander American values. Any decisions that happen without the consent of the Board of Directors or without the contribution by the Regional Leaders are not considered to be affiliated with the correct format of the NAPALI decision making process.

Following the Decision-making units (DMU) structure, the main components are identified below:

1. Influencers: The prior Fellows (graduates) as they recommend NAPALI Leadership Program to their community. Heads of churches, and the spouses of current and potential Fellows are also be a part of the promoting population. Another influencer may be the children as others in the community hear of the work that NAPALI has done for them and how it has contributed to their life. Lastly, other influencers are the participating Fellows enrolled in the 2010 Leadership program, future generations of Pacific Islander Americans who may have been accepted for the Leadership Program (2011-2020), and those who pay/give funds to the organization.
2. Advisers: This would include the Regional Leaders in each of the three states. Other advisors are current Fellows, those who are the participating Fellows enrolled in the 2010 Leadership program, future generations of Pacific Islander Americans who may have been accepted for the Leadership Program (2011-2020), and those who pay/give funds to the organization
3. Deciders: This is primarily the Board of Directors in collaboration with the Regional Leaders. Because the Users, Buyers, and Payers have such an influence on NAPALI as a whole, they are also the deciders in some circumstances.
4. Users: The participating Fellows enrolled in the 2010 Leadership Program.
5. Buyers: The future generation of Pacific Islander Americans who may be considering or have been accepted for the Leadership Program (2011 – 2020).
6. Payers: The Geneva Foundation at the current time, but will be changing to other external funding Foundations when the Non-profit status occurs in spring 2011.
7. **Communication Objectives**

The first objective is trying to increase the awareness level from 10%-50% among individuals ages 30-50 in island communities within 12 weeks of the campaign launch for the NAPALI Leadership Program. As of right now the word of mouth tactic has proven somewhat ineffective only reaching about 1 in 10 individuals. (NAPALI Report, page 5) Our goal through this communications objective is to create a substantial increase in the number of receivers obtaining information about the program that NAPALI offers. In past turn outs, a baseline measurement of about one 1 in 100 people who have received the message that NAPALI offers has joined the program. (NAPALI Report, page 5) This means that 1% of all Islanders who hear about the program usually join the program, and if this turn out holds true in future times with this objective having a reachable effect, it would mean that 5% of all people who hear about the message would then join the program. We believe that reaching this increased target number is realistic because it will be the first year of new communications tactics and strategies. It may take some time for this number to increase further, but this new communications objective along with new strategies and tactics will be a large improvement over the current word of mouth tactic; aka “The Coconut Wireless”. Taking action on this objective will make a difference in the potential benefits to NAPALI. The first benefit will be a decrease in the number of one-on-one interaction to recruit new candidates to the Leadership Program. The next benefit to this objective is it will be a low cost alternative to long distance phone calls to multiple islands in the Pacific Ocean. A third benefit to this objective is that it will bring the NAPALI Leadership Program into the 21st century by role modeling to Fellows how to increase local engagement.

1. **Communication Strategy**

**Segmentation and Targeting**

As discussed a bit earlier, this organization, NAPALI, has been supported in the past by a single non-profit funding source: The Geneva Foundation. As of this year, their economic situation is changing; and so must their status as a business. NAPALI is in the transition of becoming its own non-profit organization in the United States and must reach a larger audience with its message. They must now view future Fellows as their primary target market in their long term organizational goals. NAPALI recognizes that this target population is also a resource development opportunity; they can build an alumni association comprised of graduated Fellows who can “give back to NAPALI”. As these Fellows are spread out geographically across the Pacific Ocean, the challenge of targeting such a diverse group of people has to now incorporate media and technology. There are two main audiences that NAPALI is marketing to: The Leadership Program Fellows (graduates) and future generations of Fellows. This target market is further segmented into Polynesian individuals in High Schools, Universities, and/or Colleges across both the continental United States and the Pacific Rim who will become future leaders in their communities. Demographics that belong to this particular audience are generally about 30-50 years of age, male and female, income that is at or close to poverty level, partially educated, and highly respect in their area of the community. The psychographics of this audience are primarily conservative, that is they are traditionalists and regard their place in the community to be second to their place in a church of their choice (Latter Day Saints, Roman Catholic, etc.) New and innovative ideas are interesting to their community, but for the sole purpose of gaining finances to support other people who need help within the community at large. Some individuals are ambitious innovators of new companies/organizations, but personal relationships in the community continue to be their main ambition when getting friends and family involved in ideas or endeavors. The lifestyles of all these individuals differ, but for the most part these audiences are Parents with many children, college students, and people who live directly on the beaches. This target market segmentation aligns to NAPALI’s competitors because they are all aware that successful culture-based leadership programs depend on recruiting future generations of Polynesian ethnicity from around the world.

Measuring the effectiveness of personal communications will not be difficult because a large quantity of information is already at the disposal of the target market via a website. There are 179 Fellows at the current moment spread out across the continental United States and the Pacific Rim. Due to their low level of volume, i.e. small size, they are a perfect audience to access through multiple communication channels. The Fellows warrant special attention because of their numbers and the effort that they are involved in through the NAPALI Leadership Program. Each and every one of the Fellows goes out of their way to help many individuals within their community and through that level of effort reach more consumers (the future Fellows) with the same message they preach. This makes them a substantial target in the NAPALI community. Current accessibility of reaching the target market is done through “word of mouth” and also from changes made when Fellows apply their new leadership skills in their own community. There are many channels in which Fellows should be able to open new areas of accessibility to information about NAPALI programs for the target market such as local church services/events, sporting events, community center events, literature racks, posters, brochures, and personal media devices. The common goal of increasing culture-based leadership for Pacific Islander Americans unites them in service to their communities

**Positioning**

NAPALI is trying to convey the message of preserving and perpetuating the traditions and culture of leaders in Pacific Islander communities. This will allow them to prepare future Fellows to help their communities survive in a global society.

Unlike any other leadership program, NAPALI offers a place-based hands-on approach to Servant Leadership. Servant Leadership for each Fellow will focus on developing goals and objectives that will enrich their communities. During the NAPALI leadership program, the hands-on approach involves Fellows going out to fishponds and rebuilding them with their bare hands. In doing so, the Fellows reconnect with the energy of the ocean and land, restoring the balance of their spirits and facilitating intergeneration communication with their elders (he kupunas). Positioning the NAPALI message around the ability of future Fellows to communicate in intergenerational ways with members of their local communities will attract them to the leadership program.

Our basis for differentiation is actually two-fold: 1) NAPALI is the only leadership program that totally scholarships its participants for travel, lodging, food, and graduation; and 2) because NAPALI has totally relied in the past on word of mouth for communication, NAPALI has no advertising budget. NAPALI offers full scholarships to anyone in their target audience who are interested in the week-long program. Most other organizations require participants to cost share the expenses because other organizations are colleges, universities, and private schools. By taking the financial pressure off the Fellows, they are better able to focus their energies on the cultural activities of the leadership program. Most other organizations have a budget specifically allocated to advertising. This is not the case with NAPALI because using the Fellows as the sole source of communication allows for more effective dialogue which then in turn inspires the new Fellows to want to become NAPALI leaders.

The basis for the preference for scholarships is the acute awareness on the part of NAPALI of the extreme levels of poverty in the island communities that would restrict future Fellows from participating in the Leadership Program due to the high cost of travel, lodging and food in the Hawaiian Islands. However, as NAPALI reaches out with the offer to cover all costs, this opens up opportunities for every island to send interested Fellows. This may be seen as a business aspect but really this is a communications because the financial burden that a leadership program would put on the Fellows would limit the dialogue between NAPALI

The basis for the preference for advertising is entirely cultural; it has developed over centuries in respect for working with individuals who see themselves, regardless of their home island location, as part of a very large extended Polynesian family. However, it is no longer logistically realistic to continue using only word of mouth by graduate Fellows as NAPALI now wants to reach out to a larger number of new Fellows on a global level.

**Strategy 1- Broadcast Media**

Broadcast Media is one of the largest and most effective channels of communication involved within the Mass Media Framework. This means, Mass Media includes Broadcast Media inside of its structure, along with print media, and internet media. Broadcast media is constantly competing with Print Media, and Internet Media, because they too are trying to compete for the most widespread audience base. Broadcast Media is an effective way to reach many people at one time by distributing and transmitting radio or television signals. If done correctly, Broadcast Media has many advantages to its listenership including educational programming, emergency alerts, political propaganda, and entertainment. (Paraphrased in Website) Broadcast Media is not focused on local news or addressing a certain demographic. There may be certain shows, stations, or commentary directed at a particular demographic for listenership, but the primary objective to Broadcast Media is to reach more people of all demographics, psychographics, and lifestyles. Anyone can listen to the shows or take part in them if they so choose, ultimately making Broadcast Media a channel for the masses to view, listen, and enjoy. This form of Media make so much sense to use in distributing a message because even some of the most poverty stricken countries in the world have access to its capabilities, and in some extreme cases making up the only form of Mass Media found in those particular areas.

**Tactic/Action Plans**

1. **Personal/Interactive Media through SMS Text messaging on Mobile Phones**

Currently, SMS text messaging is not used by NAPALI to reach future Fellows in any sort of way. Most of the Fellows have their own personal media devices that receive signals from satellites. The most used personal media devices are their cellular phones. The Fellows use their cellular phones primarily for keeping in contact with their family and friends, but do not generally use them for business calls, especially in dealing with potential consumers. SMS text messaging through cellular phones would be an excellent communication tool to use between the NAPALI Fellows and the future Fellows, ultimately increasing their relationships with each other. Another advantage to cellular phones would be that NAPALI can contact future fellows through text messaging at any time of the day or night and be assured that the message can be viewed multiple times for details by the receivers. Text messaging is effective because it grabs the attention of the receiver just as if it were a voice phone call, without taking up time that a phone call may warrant due to cultural expectations such as “talking story” about family and friends.

Taking the objective into consideration, SMS text messaging through mobile phones could ultimately be a valuable resource to increase the awareness of individuals ages 30-50 within a 12 week period. This activity will give many of the future Fellows who are engaged in the community through social networks the opportunity to locate and reconnect with friends who have already gone through the program. A simple way to do this in a 12 week period is by using SMS text messaging to alert the target population of future Fellows that something “new has been posted” for them on the World Wide Web through social networks such as Facebook or MySpace. In order to do this, phone numbers of the future fellows must be obtained systematically. Phone numbers of the target population will be collected by NAPALI from friends and family who see the potential for leadership in these individuals. Once the phone numbers have been collected, current Fellows will set up a mobile telephone campaign where they will each take twenty cell phone numbers and send individual text messages out to twenty different people within the target audience. The more personalized the messages are, the more awareness we believe this activity will build with the target audience as they connect to the NAPALI Fellows.

1. **Radio Public Service Announcements**

Radio in Hawaii and throughout most of the Pacific Rim is a strong source of communication between sender and receiver. Currently NAPALI is not reaching their target audience, the future Fellows, by this source of communications because they have relied on traditional cultural methods such as word of mouth to communicate with other Islanders. Using the radio as a source of communication between NAPALI and the future Fellows living across hundreds of islands in the Pacific Ocean would be free if the message was delivered through a Public Service Announcement. Radio stations in Hawaii and throughout the Pacific Rim regularly donate air time to Public Service Announcements as an incentive to increase their own listening audience. The State of Hawaii provides small grants to Radio stations to host radio programs and public service announcements in over 40 indigenous languages across the Pacific Ocean.

Taking the objective into consideration, broadcasting through radio stations could ultimately be a valuable resource to increase the awareness of individuals ages 30-50 within a 12 week period. To do this NAPALI would simply have to contact a radio station to learn the procedure for initiating the process of free reoccurring Public Service Announcements over the course of the 12 week Campaign. There is generally only one local radio station that is the lifeline of the Islanders. One would think that a single radio signal could not travel the entire Pacific Rim. However, this is not the case as the Islanders boost any fading signal from one island onto another with their own broadcast equipment. Through this communications channel, family members would be able to share what they hear on the radio during the day with the target audience of e future Fellows at the evening meal. Future Fellows will then be able to contact the radio station the next day for more information via phone or website.

**Strategy 2- Interactive Media**

According to England and Finney, “Interactive media is the integration of digital media including combinations of electronic text, graphics, moving images, and sound, into a structured digital computerized environment that allows people to interact with the date for appropriate purposes. The digital environment can include the Internet, telecoms, and interactive digital television.” (England and Finney, page 2) Interactive media is highly effective because it reaches many people each day using an interactive experience, thus why it has been titled Interactive Media. This form of Media is also known as New Media or Social Media because it acts mostly with new age technologies to socialize between users across an interface. (England and Finney, page 8). Interactive media does not have to include machines, however as stated just briefly, machines do occupy the most populated form of interactive media that goes on within technologically sophisticated societies today. Other types of Interactive media that have spread across the world today would include less sophisticated interfaces such as board games, books, and any other hands on interface based medium.

**Tactic/Action Plans**

1. **Opt-in E-mail**

Currently NAPALI does not use emails on a regular basis to reach a target audience. Emails are generally used to address information between the Board of Directors, the Regional Leaders, and the NAPALI Fellows. Implementing emails between the current NAPALI Fellows and the target audience, the future Fellows, will allow more messages to be sent out at one time with the higher hopes of reaching more members of this target audience. Emails will allow NAPALI to reach a larger percentage of the intended target audience with their message. Future Fellows belong to communities where high value is placed on oral communication. However, this target population has become westernized to work within a print and technology society. NAPALI is role modeling to the Islanders a paradigm shift in leadership styles by using email technology to locate future leaders from the target audience.

Taking the objective into consideration, opt in emails will ultimately be a valuable resource to increase the awareness of individuals ages 30-50 within a 12 week period. The approach listed in the last paragraph will be successful to this target audience, and within the particular amount of time, because it is driven initially by the “user interest” of future Fellows. Within each email, NAPALI will identify a multi-population or an environmental issue for their island communities as they trigger the target audience’s interest in the Leadership Program. If the message is not relevant to their island community, the target audience will not be interested in participating in Leadership Program. A strength of email messages to the future Fellows would be that they could be sent out every day until a response is received by NAPALI. Frequent repetition of the email messages will convey the sense of urgency NAPALI feels in contacting their target audience. This activity could only be achieved if the audience has given the permission to send them emails. Displayed on the company website will be a data contact form which will be immediately transferred to the NAPALI database for future email messages. This means that the target audience of future Fellows is not only requesting information, but it is also providing it for the contact database. This is very valuable to NAPALI because they will have the most up to date email addresses and phone numbers of their target population on file, saving time and money in the future in their outreach efforts.

1. **Company Website**

NAPALI has a website that is available for use by the Fellows and potential consumers. Currently this website is a subset to the Pacific American Foundation Website. The website is hard to find unless you know exactly where to look on the Internet. As of next year, NAPALI is becoming its own non-profit which will necessitate the development of their own website. This will help drive interested parties easier to NAPALI who are looking under search engines for culture based leadership programs using Meta tags as key words. The development of this website will be helpful in increasing the number of recruits to the Leadership Program as future Fellows post photos of current Fellows and program activities to inspire the community.

Taking the objective into consideration, the company website could ultimately be a valuable resource to increase the awareness of individuals ages 30-50 within a 12 week period. The first reason is that the NAPALI Fellows are mainly educated and have had some experience working with computers and communicate through web based technologies. The Fellows have found it very convenient to get updates to their program via email from the website. The Fellows can then register for RSS feeds from a website which delivers cutting edge information as it breaks through the world news. One major reason why this can be used effectively is because the target audience of the future Fellows is accustomed to finding information at their fingertips. As more awareness builds among the current and future Fellows about the benefits of the leadership program in the community, the main target audience of the future Fellows will be able to register on the website for the program. To facilitate the registration process, NAPALI could send out a public announcement to local and government agencies in order to drive future Fellows to their website. Future Fellows will also be able to download information about travel arrangements, scholarships, and local mentors. The website will also contain a shopping cart for T-shirts and other small items with the NAPALI logo on it. These resources will be another way to raise awareness within a short amount of time such as our 12 week time schedule and to do so with a fairly inexpensive budget. It will not cost any member of the current or future Fellows money to access the information. On NAPALI’s part, a website costs less than a thousand dollars a year to maintain. In addition, a color brochure will also be uploaded to the website for current Fellows to send out via email to future Fellows to entice them into the program.

1. **Controls**
2. **Personal/Interactive Media through SMS Text messaging on Mobile Phones**

Quantified objectives- The percentage of new fellows, ages 30-50 years of age, who show an interest via text messaging within the next twelve weeks.

Means of Measuring- The means of measurement will focus on comparing the number of sent and returned text messages connecting the current Fellows and the target audience of 30-50 year olds.

Frequency of measurement- The frequency of measurement will be on a daily basis due to the short time frame of the communication objective (12 weeks).

Accountability**-** Current Fellows will divide up the list of potential future Fellows, ages 30-50 years of age, who will receive text messages on a daily basis that they feel will be interested in the leadership program. The current Fellows will be accountable for tracking the responses to their text messages, sharing this information weekly with the regional directors.

Cost**-** The cost to measure text messaging is inexpensive because the current Fellows will be using a supplemental feature on their current phone service that will be paid for by NAPALI at the rate of $5 a month per current Fellow.

Action**-** The regional directors will need to be alerted if significant variances are found in the delivery and return of the text messages to help brainstorm problems as part of their current responsibilities.

1. **Radio Public Service Announcements**

Quantified objectives- The percentage of new fellows, ages 30-50 years of age, who report on the NAPALI website that they heard about the leadership program from a public service announcement on their local radio.

Means of Measuring- The means of measurement will focus on the number of individuals from the target audience of 30-50 year olds who report on the NAPALI website that they first heard about the leadership program from a public service announcement on the radio.

Frequency of measurement- The frequency of measurement will be done only one time, at the end of the 12 week communication objective.

Accountability**-** The person collecting the data from the website will be accountable for providing this information to the regional directors.

Cost**-** The cost to measure the number of individuals who respond on the NAPALI website that they first heard about the leadership program from a public service announcement on the radio is inexpensive because the person collecting this data is a volunteer.

Action**-** Since this is a onetime data collection process, there will be zero variances.

1. **Opt-in E-mail**

Quantified objectives-The percentage of new fellows, ages 30-50 years of age, who become aware of the opportunity to participate in the NAPALI leadership program with the next twelve weeks.

Means of Measuring- The means of measurement will focus on the number of responses NAPALI receives from interested individuals, ages 30-50 years of age, from NAPALI emails containing relevant information on multipopulation and environmental issues.

Frequency of measurement- The frequency of measurement will be on a weekly basis due to the short time frame of the communication objective (12 weeks).

Accountability**-** Current Fellows will divide up the email contact list provided by NAPALI and send out personalized messages to future Fellows, ages 30-50 years of age, that they feel will be interested in the leadership program. The current Fellows will be accountable for tracking the responses to their own emails, sharing this information weekly with a person appointed by NAPALI to collect the data.

Cost**-**The cost to measure opt-in email is inexpensive because the current Fellows will be using email systems and computers provided by their local communities. In addition, the person appointed by NAPALI to collect the data will be a volunteer.

Action**-**The regional directors are the individuals who need to be alerted if significant variances are found because they would be in the same geographical location as the current Fellows and the future Fellows that are the target audience. The regional directors will then brainstorm on how to correct the problem.

1. **Company Website**

Quantified objectives- The percentage of new fellows, ages 30-50 years of age, who fill out the contact form linked to an external database inside the NAPALI website within the next twelve weeks.

Means of Measuring- The means of measurement will focus on the number of individuals from the target audience of 30-50 year olds who fill out the contact form on the NAPALI website.

Frequency of measurement- The frequency of measurement will be done only one time, at the end of the 12 week communication objective.

Accountability**-** The person collecting the data from the website will be accountable for providing this information to the regional directors.

Cost**-** The cost to measure the number of individuals who fill in the contact form on the website is inexpensive because the person collecting this data is a volunteer.

Action**-** Since this is a onetime data collection process, there will be zero variances.

1. **Summary**

NAPALI is an organization that is growing while fostering leadership change within its ranks. Over the past 13 years NAPALI has built a strong backing of individuals known as “The Fellows” who are all leaders that reach out to spread the message that NAPALI set up as a missionary goal: preserving cultural ties and values at the core of Pacific Rim societies. At the current time NAPALI is changing from a single Foundation’s support (The Geneva Foundation) to its own non-profit organization. This will present new challenges as well as opportunities for grant writing and local community support. In the Situation Analysis section, I talked about the main competitors to NAPALI; each is trying to encourage culture-based leadership community dialogue among islanders. The larger the number of individuals who enroll in the Leadership Program and spread NAPALI’s message, the more widespread NAPALI’s voice will become in the Pacific Rim islands. In order to get increase the enrollment, we must first make sure the target audience of future Fellows are aware of what NAPALI has to offer for service and training. Because of this, we have formed a communications objective that may serve to facilitate change: the NAPALI organization will increase the awareness level from 10%-50% among individuals ages 30-50 in island communities within 12 weeks of the campaign launch. This should be a promising objective, because it will be a low cost alternative to current awareness practices; decrease the number of one-on-one interaction between individuals within the community; save time; and add to increased engagement in the community using 21st century tools. To put this communications objective into action, I proposed two separate strategies; Broadcast Media and Interactive media along with four tactics that could be used to engage the target audience including: SMS text messaging through cellular phones, radio service announcements through the radio, opt-in E-mail, and a more up to date company website with more capabilities. Lastly, I talk about the controls that will be used to measure the information sent and received by the current Fellows to the future audience to make sure that the strategies and tactics have been effective in completing the goal for the communications objective. That is, that is has made an increase from the now standing 10% awareness base of the target audience to 50% after the 12 weeks are completed.

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