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Taylor Kocon - Wanyang Xie - Colin Bergs

Table of Contents

Executive Summary 1

Description of Business 2

Scope of Project 5

Analysis of Civic and Social Organizations 6

SWOT/TOWS Analysis 11

Analysis of Hobby/Emerging Trends 18

Marketing Mix Analysis 25

Millennial Background/Trends 31

Generation X Background/trends 39

Millennials/Gen X and the Car Collecting Hobby 41

Millennial/Gen X Outreach Suggestions 44

Methodology 50

Conclusion 52

Recommendations 53

Bibliography 55

Appendix.....59

Executive Summary

The team analyzed the Pantowners current web site, social media use and how other organizations leveraged social media to gain members and create an environment of trust and commitment to the organization. After the team had gathered and analyzed all the relevant data for the three deliverable categories, the team then developed our deliverables. If the deliverables are implemented, it will help the Pantowners club with gaining more new members while servicing current members. The deliverables would also generate a sustainable revenue stream through sponsorships and paid advertising to create an exciting marketing mix that would include creating a new website, updating Facebook, and updating the radio usage to conform to the target market.

Description of Business

Pantowners is a 501C type non-profit organization that is dedicated to the preservation of the history of the Pan Automobile. An important goal for the club is to introduce and educate current and future generations about the collector car hobby while promoting fun and fellowship amongst its members and future club projects, functions and be involved in community volunteerism. Pantowners owns two restored Pan town cars, one is in their possession which they will take to different car shows around Minnesota and the other Pan town car is preserved in the Stearns county museum. They have a goal of obtaining 50 new members per year with one new member so far in 2019. There is a concern that they are not attracting any new members from the younger generations. The Pantowners Auto Club meets in various places around the St. Cloud area. They currently own a trailer for the transportation and storage of the Pan cars and all other equipment is provided on a volunteer basis (The Pantowners Auto Club, n.d.).

Pantowners Auto Club is a nonprofit organization that benefits from broad participation by members in important discussions and decision-making. By engaging diverse groups of people who care about the organization's work and the people it serves, from perspectives inside and outside the organization, nonprofits can mobilize support, learn from peers and respond to community concerns. Nonprofit leaders have a complex task; carrying out challenging missions with limited resources and sometimes conflicting demands, while constantly evolving networks of organizational and personal relationships. Open and interactive leadership practices and organizational cultures strengthen the ability of nonprofits to interpret and adapt to opportunities in this shifting environment and to make the most effective use of the ideas and resources available in their organizations, networks, and communities. Pantowners executive officers are as follows:

President: Ray Maier

Vice President: Dennis Arntson

Car Show Chairperson: Bruce Berscheit

Treasurer: Doug Rask

Secretary: Darlene Dickinson

Legal structure

Pantowners Auto Club is considered a Civic and Social organization with a NAICS (North American Industry Classification System) number of 813410.

Organizational Demographics

The Pantowners have almost 400 paid members with 150-200 of them participating in at least one event annually and most members are 50 or above. The current members joined because of their love for classic automobiles and respect for the history of St. Cloud car manufacturer, Pan automobile. Members who want to join currently can do so by printing off an application from the club's website, filling it out, and mailing it to the club's secretary. The Pantowners Auto Club has members mainly from the central Minnesota region but the show does attract attendees from a wider area.

The group is currently marketing mainly to the aging population of their market with radio and newspaper advertisements. With a club size of approximately 150 people and a mailing list of 400, the club has a large potential for growth by engaging those aged 18-55 as this is a considerable portion of the surrounding market totaling approximately 31,100 persons. The club would also like to market to millennials and Gen X, and this would increase the potential for growth as the market size of millennials in their geographic area totals 25,000 persons.

Scope of Project

The team met with Pantowners Auto Club executives and discussed the exciting future opportunities that the organization has in store in the coming future. When the meeting was completed, the consulting team found three areas for future opportunities to address. Pantowners executive team and the consulting team agreed on three deliverables which are:

- An in-depth analysis of the hobby to include emerging trends,
- A critique of the club's website, marketing materials, and how it spends its advertising budget and
- A redesign of the club from a millennial perspective, respecting its heritage and embracing the future.

The team set out to gain insightful knowledge of the auto club industry and other non-profit organizations as well. Over the last twelve weeks, the team has gained a lot of knowledge and understanding of the Pantowners history and aspirations.

Using this information, the team will make recommendations of what Pantowners can do to improve the future outlook of the club including a website redesign, social media strategy update, marketing mix and allocation of marketing funds.

Analysis of Civic and Social Organizations

This analysis offers general information for nonprofit organizations, the purpose of this section being included in the report is to highlight certain actions that should be taken by the Pantowners. Nonprofit leaders should devote time and attention to analyze the changing environment and direct the organization through those changes. They should actively seek to understand the underlying causes of mission-related issues and use this awareness to focus their organization activities. They should prioritize organizational goals and negotiate external relationships to buffer against excessive control of the organization by funding sources, government regulators or other external influences. They should continually develop the skills, knowledge, and abilities of others at all levels of the organization to take on greater responsibility for carrying out the organization's mission and engaging community members.

Nonprofit leaders should push the organization to make difficult and timely decisions, challenge others in the organization when necessary, and permit conflicting views to be expressed while reaching a resolution. They should foster a culture of information sharing and interaction between the board and others in the organization so that innovation and creativity can emerge from diverse parts of the organization. They should encourage their organization's staff and board to seek out, recognize and leverage the shared and different values of diverse cultures. They should allow for and encourage questions and reflections on the organization's strategies, effectiveness and ability to change. (Toward a Nonprofit Theory of Leadership and Organizational Culture, 2018)

Those looking to support an organization, whether they are individuals, foundations or government, like to see evidence of organizational sustainability. Potential financial supporters may ask, "If the organization's funding is dependent on a source that dries up, can the

organization survive?" Given this reality, it makes sense for many nonprofits to pursue multiple funding sources and never become too reliant on one funding stream.

In general, it is advisable for nonprofits to never receive more than 30 percent of their funding from any one source. First, if an organization loses 30 percent of its revenue, it could probably restructure in order to survive. However, a loss of over 30 percent would place an organization in an extremely vulnerable position. Second, nonprofits that are considered public charities must pass the IRS public support test that requires one-third of non-profit support to come from the general public and/or governmental sources. A large grant can easily upset or tip this ratio, causing a nonprofit to lose its public charity status.

With these factors in mind, nonprofits should strive to pursue a healthy mix of revenue that will enable them to pursue their missions. To better understand the degree to which your organization has a reasonable mix of funding sources, Jon Pratt, executive director of the Minnesota Council of Nonprofits, has developed a tool to help nonprofits analyze both the reliability and autonomy provided by different funding sources (Building a Sustainable Fundraising Mix, n.d.).

Let's calculate the association's retention rate; take the number of renewals divided by the number of those who are eligible to renew. This will give a percentage of renewal rate and should be done for the previous five years of the club. Renewals/Eligible to renew ex. 200/400=.5 or 50 percent retention rate. To calculate your club's loss rate; take the number of people who did not renew divided by those who are eligible to renew (Did not renew/eligible to renew). 25/200= .125 or 12 percent loss rate.

To determine the life of your club, take the loss rate and divide by the number of eligible memberships (200/12=16 years the club will cease to exist unless changes are made). As you can

see from the data, a perceived low turnover rate can have a drastic effect on how long the organization will be sustainable without change.

SWOT Analysis

Definitions

The team chose a SWOT analysis which is an acronym for Strength, Weakness, Opportunity, and Threats to help the organization to understand what opportunities it can exploit as well how to define and defend against weakness.

SWOT Analysis is the most renowned tool for audit and analysis of the overall strategic position of the business and its environment. Its key purpose is to identify the strategies that will create a firm-specific business model that will best align an organization's resources and capabilities to the requirements of the environment in which the firm operates.

In other words, it is the foundation for evaluating the internal potential and limitations and probable/likely opportunities and threats from the external environment. It views all positive and negative factors inside and outside the firm that affect success. A consistent study of the environment in which the firm operates helps in forecasting/predicting the changing trends and also helps in including them in the decision-making process of the organization.

Strengths - Strengths are the qualities that enable us to accomplish the organization's mission. These are the basis on which continued success can be made and continued/sustained. Strengths can be either tangible or intangible. These are what you are well-versed in or what you have expertise in, the traits and qualities your employees possess (individually and as a team) and the distinct features that give your organization its consistency. Strengths are the beneficial aspects of the organization or the capabilities of an organization, which includes human

competencies, process capabilities, financial resources, products and services, customer goodwill and brand loyalty. Examples of organizational strengths are huge financial resources, broad product line, no debt, committed employees, etc.

Weaknesses - Weaknesses are the qualities that prevent us from accomplishing our mission and achieving our full potential. These weaknesses deteriorate influences on organizational success and growth. Weaknesses are the factors which do not meet the standards non-profits should meet. Weaknesses in an organization may be depreciating machinery, insufficient research and development facilities, narrow product range, poor decision-making, etc. Weaknesses are controllable. They must be minimized and eliminated. For instance - to overcome obsolete machinery, new machinery can be purchased. Other examples of organizational weaknesses are huge debts, high employee turnover, complex decision making process, narrow product range, large wastage of raw materials, etc.

Opportunities - Opportunities are presented by the environment within which our organization operates. These arise when an organization can take benefit of conditions in its environment to plan and execute strategies that enable it to become more profitable. Organizations can gain a competitive advantage by making use of opportunities.

The organization should be careful and recognize the opportunities and grasp them whenever they arise. Selecting the targets that will best serve the clients while getting desired results is a difficult task. Opportunities may arise from market, competition, industry/government and technology. Increasing demand for telecommunications accompanied by deregulation is a great opportunity for new firms to enter the telecom sector and compete with existing firms for revenue.

Threats - Threats arise when conditions in the external environment jeopardize the reliability and profitability of the organization's business. They compound the vulnerability when they relate to the weaknesses. Threats are uncontrollable. When a threat comes, stability and survival can be at stake. Examples of threats are - unrest among employees; ever-changing technology; increasing competition leading to excess capacity, price wars and reducing industry profits; etc.

SWOT Analysis

	Helpful to achieving the objective	**Harmful** to achieving the objective
Internal origin (attributes of the system)	*Strengths* • Largest one-day car show in Minnesota. • Spring and fall tours and fun runs. • Strong membership participation. • Leadership is ready to modernize	*Weaknesses* • Aging club members. • Marketing strategy is not optimal. • Resistance to change • Known only locally. • Currently do not have a social media strategy in place.
External origin (attributes of the environment)	*Opportunities* • Co-branding with Pantown brewery. • Sponsorships with local companies. • Community volunteering/ involvement. • Greater reach with social media (metro area)	*Threats* • The organization can only survive two years without income from the show. • Fairgrounds rental agreements. • Bad weather. • Other events at the same time.

Strengths - Pantowners have the largest one-day car show in the state which brings in approximately 7,000 people. They usually have a fun run where club members drive to different communities to raise awareness of the auto club the day before the big show. In the spring and fall, they have fun runs as well where they go to different locations. The fun runs are also one of the best ways for advertising club and promoting the one-day event for Pantowners. They have strong membership participation to help with all the various tasks that are required for the success of the show. The club was doing the spring and fall tours for years and it is a great way to connect with St. Cloud local citizen.

Weaknesses - Pantowners have a small region of influence and should expand that area to include the Minneapolis/St. Paul area as well as the rest of the state. Pantowners need to have a new website designed and maintained weekly that fits the current and future needs of the

organization. Along with the website the organization needs a social media and marketing plan. Membership needs to be able to accept change a faster rate to promote the organization to a more diverse generation.

Opportunities - Co-branding with Pantown Brewery which will raise more awareness of the club and should help to recruit future members. The organization should find more opportunities to have local and national companies sponsor the one-day event and could also pay for ads on the website which would offset the web page maintenance costs. Pantowners should try to commit to more community-centered volunteerism to attract more generations to the club and create more awareness of the club. Membership is ready to accept change for the good of the club to ensure its vision of retaining and telling the history of the Pantown car.

Threats - The organization can only survive two years without income from the show. Which means they should look for more sponsors for the one day show and do co-branding on websites and at the show. Fairgrounds rental agreements are not stable pricing which can cost the club more money. They should look to move the venue to other sites or rotate sites from year to year. Bad weather two years in a row for the show would put the organization in financial jeopardy. Other events at the same time in the St Cloud area.

TOWS Analysis

The TOWS Matrix is derived from the SWOT Analysis model, which stands for the internal Strengths and Weaknesses of an organization and the external Opportunities and Threats that the business is confronted with. The TOWS Matrix is aimed at developing strategic options from an external-internal analysis and is a practical tool, particularly in the fields of business administration and marketing. The TOWS Matrix is aimed at developing strategic options from an external-internal anal he TOWS Matrix helps businesses to identify their strategic options. An organization gets the opportunity to make the most of its strengths and get around its internal weaknesses and learn to deal with them properly. Externally, an organization learns to carefully look for market opportunities and recognize possibilities. And they learn how to control and overcome potential threats.

The TOWS Matrix can also help with brainstorming and developing great ideas to generate effective marketing strategies and tactics. Furthermore, the model goes beyond merely finding out the strengths and weaknesses of an organization and what opportunities and threats there are in its environment. It forces organizations to really think about how they can improve themselves, how they can guard against threats and become more aware of their expertise and potential shortcomings.

TOWS Matrix

Internal Factors / External Factors	Strengths	Weaknesses
	• Largest one-day car show in Minnesota. • Spring and Fall tours and fun runs. • Strong membership participation. • Leadership is ready to modernize	• Aging club members. • Marketing strategy is not optimal. • Resistance to change • Known only locally. • Currently do not have a social media strategy in place.
Opportunities • Co-branding with Pantown brewery. • Sponsorships with local companies. • Community volunteering/ involvement. • Greater reach with social media (metro area)	**S-O Strategies** • Bring sponsors and co-branding companies to the car show • Have companies sponsor the tours and fun runs • Use strong member participation to encourage community involvement • Use Facebook to increase reach	**W-O Strategies** • Community volunteering with younger age groups will bring in younger people • Co-branding and gaining sponsors will increase the reach of the club • Upgrade social media strategy and focus on 25-55 age group
Threats • Organization can only survive two years without income from show. • Fair grounds rental agreements. • Bad weather. • Other events at same time.	**S-T Strategies** • Create new events for other forms of income • Lock down a set rate (if possible) or contract terms with the fairground • Use a large indoor facility like the convention center • Allow other events to have booths at the main event to increase revenue	**W-T Strategies** • Hire a local company to handle social media and advertising. • Minimize risk of revenue loss by diversification of revenue streams • Focus on increasing involvement in the community to attract younger members

TOWS Matrix Analysis

Strengths-Opportunities Strategies

The relationship between the Pantowners strengths and opportunities is one of the most important for the future growth of the club. This section focuses on how the club can use its internal strengths to benefit from external opportunities. Given the strengths and opportunities

listed in the SWOT analysis, the team suggests the following 4 strategies. These strategies will leverage the internal strengths the club has in order to take advantage of external opportunities. First, the team suggests expanding on the co-branding opportunity with the Pantown brewery. These could include a special beer for the one-day car show, having a booth set up at the car show, and creating events in conjunction with the brewery since both the club and the brewery have generally the same target market. Second, the team suggests focusing on increasing sponsorships for the one-day event. Larger companies and bigger business names in the St. Cloud area would be best for sponsorships in the one-day car show and smaller companies around the area can be used more for the tours and fun runs. The team strongly suggests that only companies who operate in the target market should be considered for sponsors. The third suggestion is to increase community involvement and volunteering in the St. Cloud area. For example, the Pantowners can use these to teach the younger car collectors how to correctly restore and repair classic automobiles. The team also strongly suggests that all community events and volunteering be done only in the target market consisting of St. Cloud, Waite Park, Sauk Rapids, and Sartell. Last, Depending on pricing the team suggests advertising via Facebook to those in the target market and the Minneapolis-St. Paul metro area.

Weaknesses-Opportunities Strategies

The connection between weaknesses and opportunities is meant to give the club ideas on how to use external opportunities to overcome its internal weaknesses. To do this, the consulting team first suggests that community volunteering should focus on the age group the Pantowners are trying to reach (25-55). As stated before, millennials are looking for professional development in their clubs and increasing volunteering can offer this to them. Another strategy to overcome the internal weakness of the club only being locally known is that modernizing the

clubs events, co-brandings, and sponsorships to increase its reach and overcome the barrier of only a small portion of people knowing about the club. Next, the club can upgrade social media to minimize all its weaknesses. Increasing the social media presence will draw in a younger audience to combat the aging club members, it will help to optimize the marketing strategy using Facebook boosted posts and specifically targeting who the Pantowners should be targeting, it will help to increase the reach of the club so more people will know about the car show and the Pantowners, and it will, of course, create an effective social media advertising strategy.

Strengths-Threats Strategies

This relationship between these two factors is focused on how the club's strengths can be used to avoid or lessen the impact of potential external threats to the club. The team suggests creating other events like smaller shows, stopping at various local business on a fun run, and joining with the smaller clubs in the area for more opportunities. Another way the club can lessen the impact of an external threat is locking down terms with the fairgrounds via contract, or if possible, moving the car show location to St. Cloud such as the civic center. Lastly, as talked about previously, the team recommends allowing other local clubs to advertise at the car show to diversify the revenue.

Weaknesses-Threats Strategies

Finally, the combination of internal weaknesses and external threats is what is most dangerous for the club and minimizing the weaknesses the Pantowners has is important in avoiding future threats. First, the club should hire a company to professionally manage their social media and advertising for them. This company can monitor the club's online presence more consistently than the current strategy and can create effective marketing plans for the club as well. Next, since revenue loss is both an internal and external threat, the team suggests the

diversification of revenue to tackle this issue. Lastly, to combat the issue of the aging of the clubs core members, the Pantowners need to increase community involvement with local schools and volunteering opportunities such as local park cleanups, community cookouts, and events.

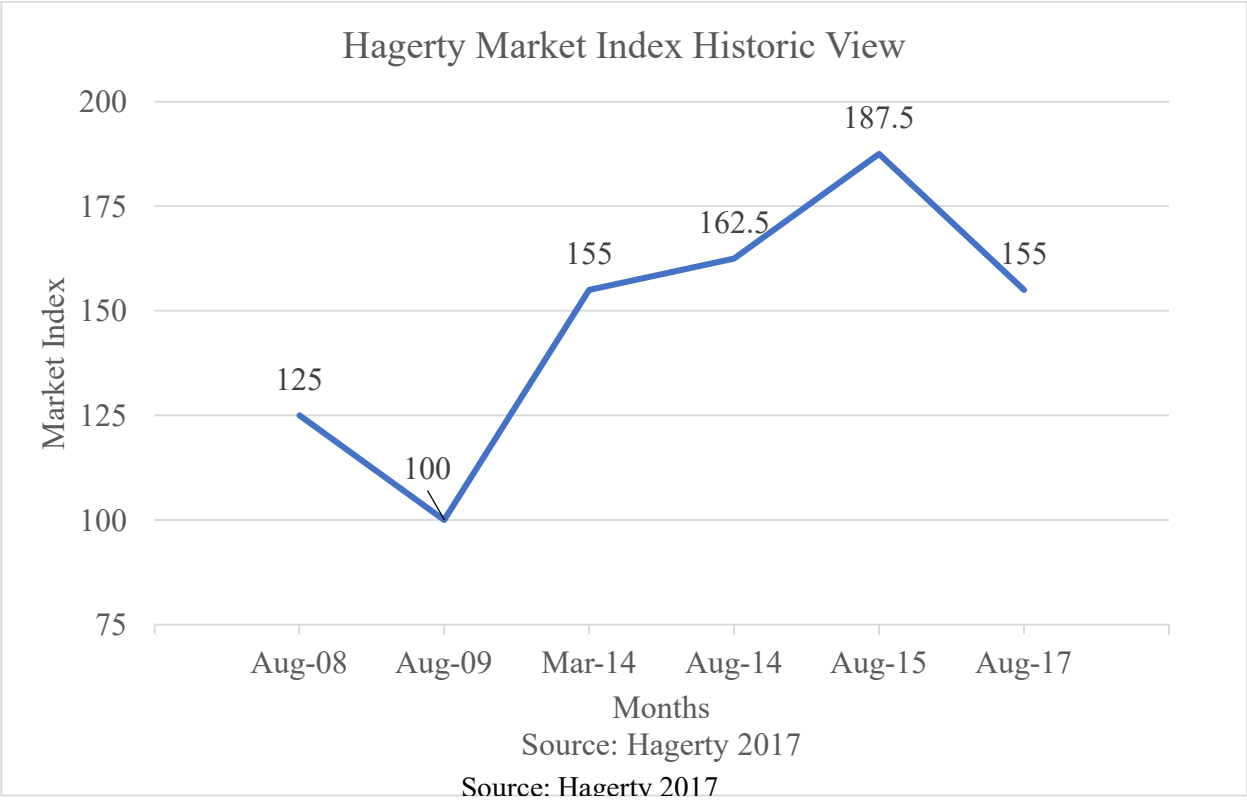
Analysis of Hobby/Emerging Trends

The current trend for memberships in auto clubs has been in decline for the last seven to ten years, due to an aging population and an inadequate effort to market to millennials and Gen X. “One of the biggest challenges for the club is the age of members,” said Dick Maury, president of the Jaguar Clubs of North America. “The average member is over 60 and in 20 years, we won’t have a lot of members.”

“Our membership is, unfortunately, declining,” said Al Kroemer, president of the Classic Car Club of America. “This trend was very slow until this past year.” He explains that the single largest factor is the age of members. “We took an extensive survey of our members 15 months ago and found our average age of 67, with over 25 percent being over 75.”

The Antique Automobile clubs of America has started a youth program that did result in the rise of memberships. For other clubs who are in the same situation of losing members, they are embracing the idea of community service and volunteering for various charities to reach out to Millennials which has helped increase membership while creating more awareness of their community and organization. Figure 1 shows auto club membership by year. (Classic car clubs - vintage car clubs lack memberships a concern Magazine, 2011)

Fig. 1: Hagerty Historical Market Index (Auto Clubs).

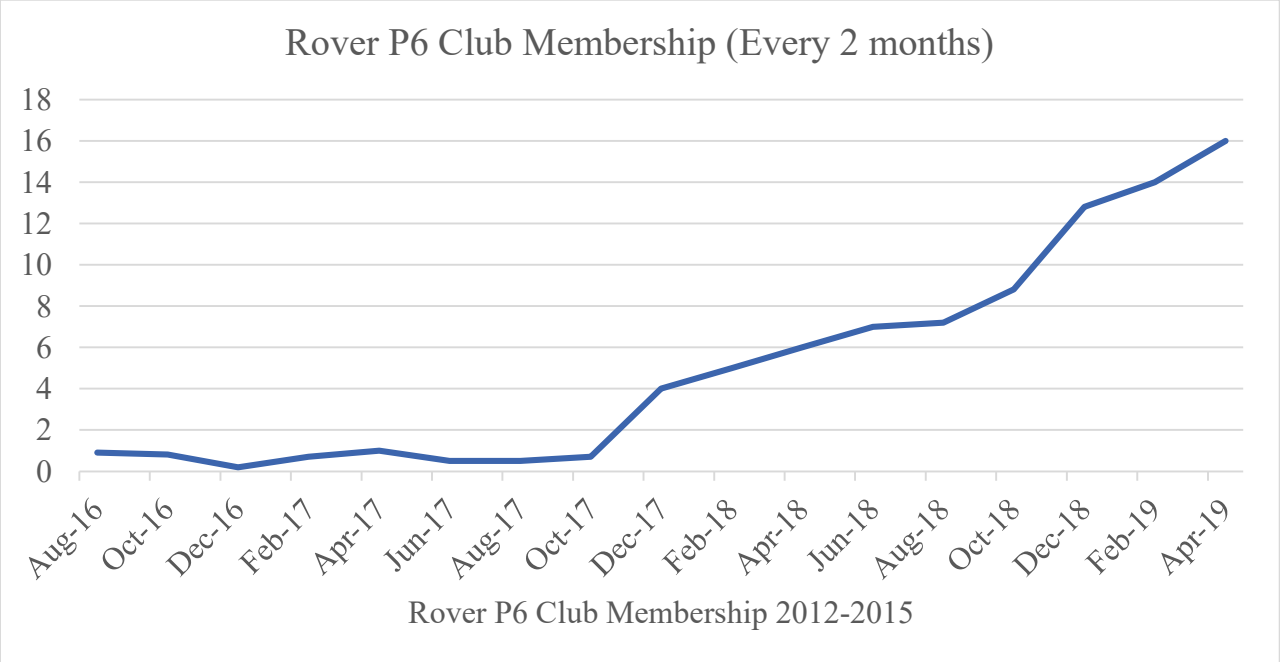


Source: Hagerty 2017

Most clubs are well versed in getting new members but the most overlooked aspect is retaining members. The best-case scenario is to attract new members at a faster rate than the attrition rate. The two most common ways to reduce attrition is to actively chase down members via phone calls or email, being the Pantowners website is not able to accept/renew membership online, there is no quick way to pay dues or join the organization. Most members respond very well to reminders to pay dues so social media expansion would help in this scope of one of the reasons for attrition. The second is to increase the levels of service to its members, like teaching how to change oil, show different cars at meetings and have the meetings be something for the members to look forward to. This is to show prospective members that your organization is an emerging group that has a lot to offer in terms of helping the community and showing them how to improve their own lives through connections at the club.

The chart below the data shows how the membership grew over a three year period after the club implemented a new social media campaign with a new modern website for members to join online.

Fig. 2: The chart above shows that after updating their website in and adding social media to their marketing mix the P6 clubs membership started to rise slowly at first and then gained members as the full effect of a successful social media marketing strategy took effect.



Timeline for Social media implementation:

August 2012-June 2013: Correction and stabilization of the services delivered by the Club.
February 2013: Existing website given a quick facelift
August 2013: Facebook presence and Social Media strategy instigated
August 2014: New, modern website built from scratch and aligned with the new Club philosophy

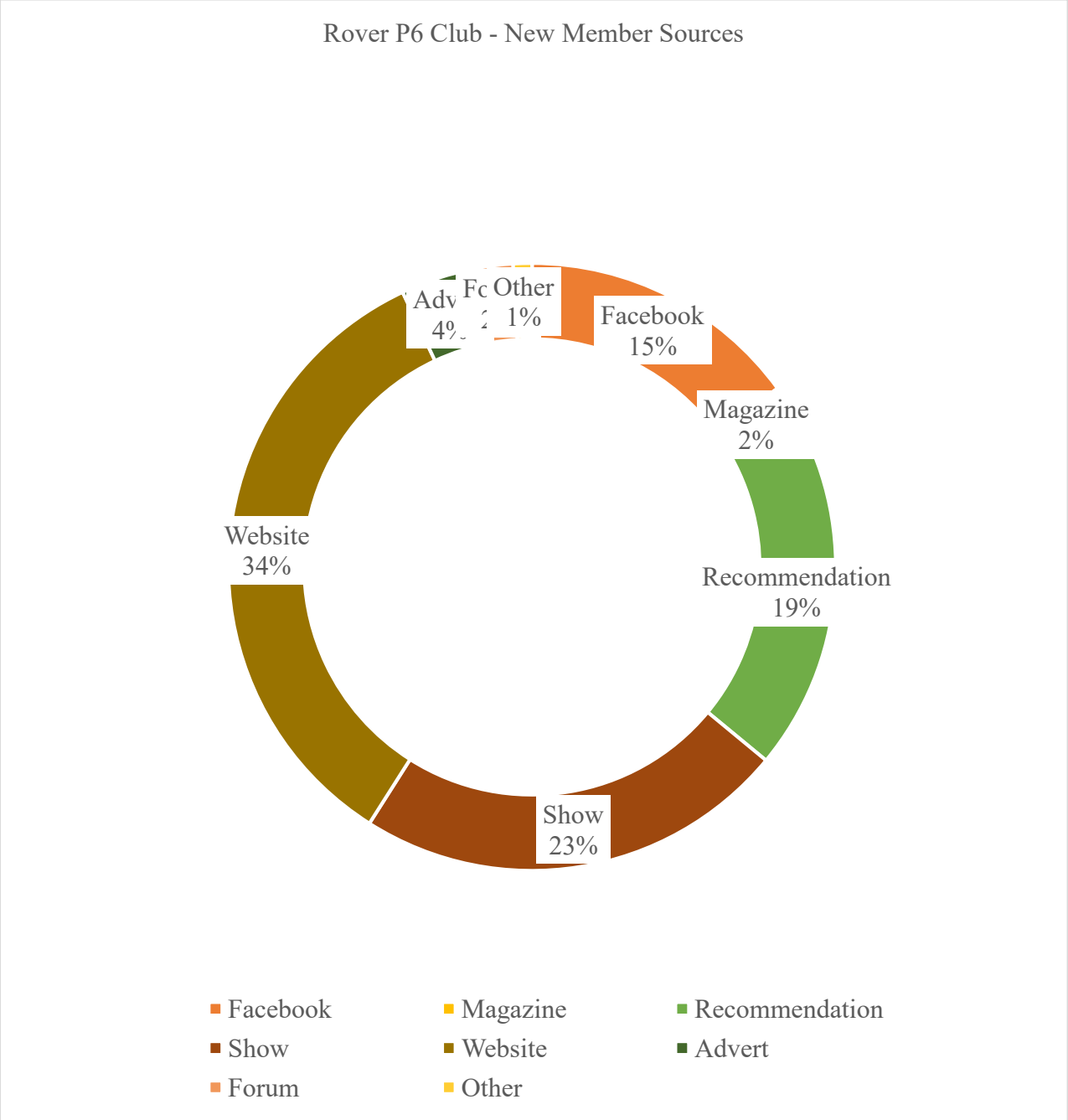
Here is a successful path that a previous car club has used, this will be elaborated on later to explain how the Pantowners can do exactly what the Rover P6 club has done to achieve success as well. The biggest part of their success was social media content and giving current and new members a reason to want to participate with club events every month.

In the modern age with membership information coming out of our ears, it is crucial the membership is counted every month. By keeping track of membership trends the organization will be able to track and adjust strategy for attaining new members and retaining current members. This information will always be crucial for the board members to track and know. How else will you know if you are attracting, servicing, and retaining members effectively?

How are members finding you is a very important question to ask yourselves? If you know where they have heard of your organization then you are on a path to success, if you only have word of mouth and one event it's not going to happen too quickly. Only 12 to 20 percent of new memberships are by word of mouth, which means if that is the only way you are currently finding new members you are missing up to 85 percent potential members. By knowing the demographics, that will help direct your marketing strategy. With an interactive website, you can get an idea of how successful your events are and where you would need to improve.

Figure 3 below shows the different sources that the new members learned about the P6 auto club in percentages. 19 percent of new members were recommended by current members. 23 percent were from people attending their club show. 52 percent of new members came from a social media site with only six percent from advertising and magazines.

Fig. 3: New Member Sources for the Rover P6 Club.



Pantowners should focus on attrition fist because that is the quickest way to stop dwindling memberships, by servicing existing members that will increase member satisfaction. Keep monthly membership population metrics monthly, which will be easier when you have

online registration and will have data for this to register new and current members. Communicate with the members and potential members through social media at the very least monthly, but weekly would be more effective. Use the data metrics from social media to help guide marketing campaigns for events and new memberships. (Part 3a - What's Causing Static or Dwindling Club Membership Numbers? 2015).

Marketing Mix Analysis

The marketing mix refers to the enterprise's comprehensive consideration of the company's tasks, objectives, resources and external environment according to the needs of the target market, and the optimal combination and application of the controllable factors of the enterprise to meet the needs of the target market and realize the tasks and objectives of the enterprise.

Marketing Mix is an important part of the company's marketing strategy. It refers to the integration of basic marketing measures that can be controlled by the company into a holistic activity. The main purpose of marketing is to meet the needs of consumers. This concept was first adopted by Harvard University professor Neil Bowden in 1964. It is the basis for formulating a corporate marketing strategy. Doing a good job in marketing mix can ensure that the company meets the needs of consumers as a whole. In addition, it is also a powerful means for companies to deal with competitors and is the basis for the rational allocation of corporate marketing budget expenses.

The marketing mix (also known as the 4 Ps) is a foundation model. The marketing mix has been defined as the "set of marketing tools that the firm uses to pursue its marketing objectives in the target market". Thus, the marketing mix refers to four broad levels of marketing decision:

- Product in social media is content. The quality of the content will affect your overall marketing goals. Treating content like a product means that a brand should work toward standardization. Ensure content is built around consistent themes, style, consistency, and

quality. Customers should know what to expect with your content and why it is worth consuming.

- Price is the cost of accessing and consuming data around your social media efforts. There are numerous items to consider when you are pricing out all of the tools that can make sense out of your data.
- Promotion is more than ads in the social media landscape. Promotion is about everything that can be done to spread awareness of your content, including -- but not limited to -- ads. For example, two out of three of your friends like a post you publish on Facebook. That post's affinity Edgerank spikes for the third friend, and as a result, that post will show up in their feed. Through engagement, that "product" has been introduced to a wider audience.
- Place is all about getting the product to the customer through the best channel for the target audience. The best content in the world will never sell if consumers don't know where or if they can get it. In social media, place is all about network selection.

Marketing practice has been occurring for millennia, but marketing theory emerged in the early twentieth century. The contemporary marketing mix, or the 4 Ps, which has become the dominant framework for marketing management decisions, ("Marketing mix," 2003).

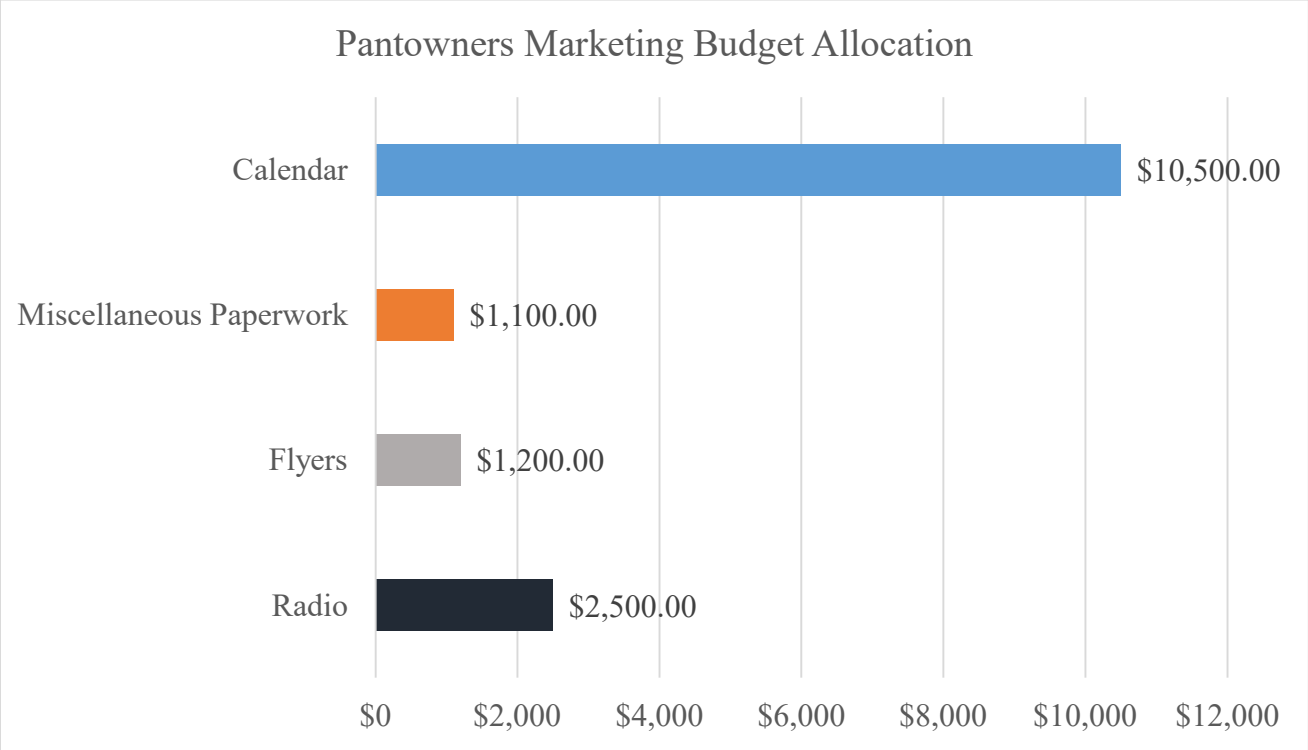
The current website is not what an interactive source of media to find out information or be able to join or engage with online. The current website is just a few links with some pictures and information on them and is not a functional website. A website today has to be more than just information gathering. People use websites to purchase, connect and stay in touch with the company or organization that they are interested in and stay updated on upcoming events.

The marketing materials currently being used are outdated and need to be brought into the 21st century. Pantowners current advertising budget includes radio stations, flyers, siftings,

and calendars although there are currently some inexpensive advertising channels available such as Facebook and other social media.

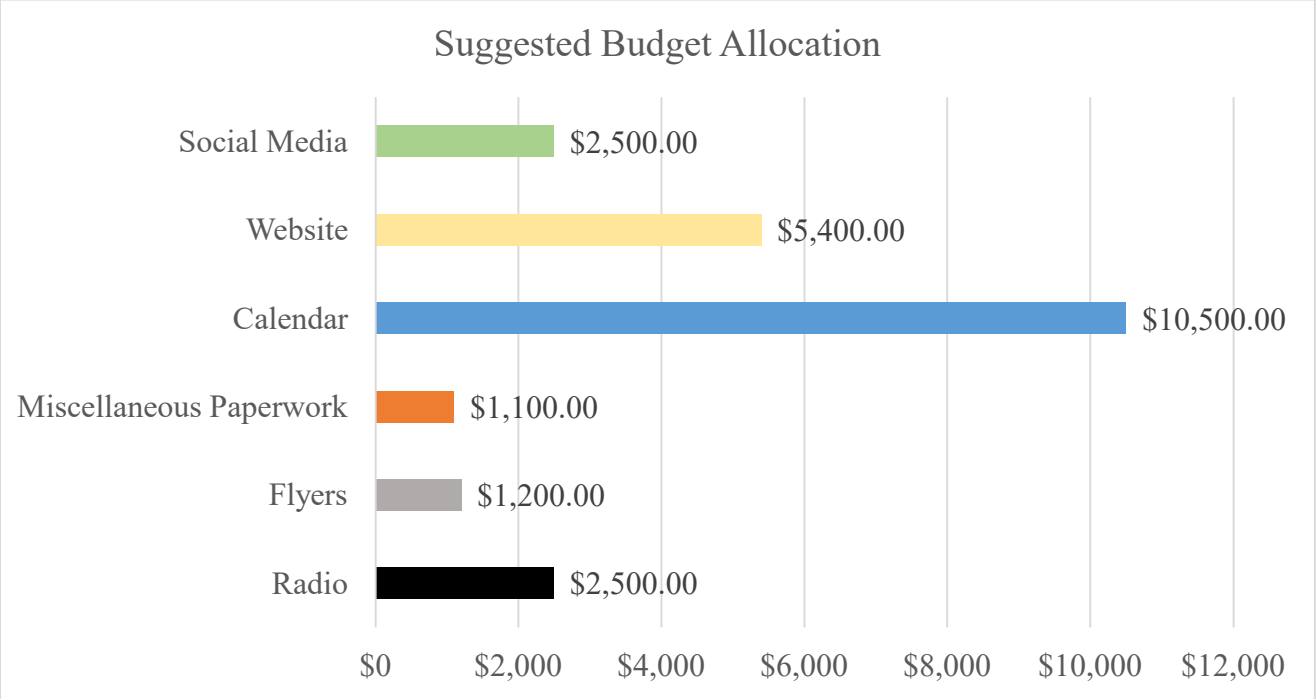
The current materials such as print advertisements, radio, and paper membership forms will not attract millennials or Gen X. Since Pantowners are seeking new members, the marketing material needs to be changed from papers and radio to websites and social media. Facebook is currently managed on a volunteer basis when the volunteer has time. The team strongly recommends designating a social media chair or outsourcing a marketing company. The marketing mix consists of the following; radio stations: $2,500 spent per year; Flyers: $1.200 spent per year; Miscellaneous Paperwork: $1100; Annual Calendars: $10,500. (See below Figure 4).

Fig. 4: Pantowners Marketing Budget Allocation for 2018.



The team recommends the following (see figure 5) for a future budget that will include building a new functional website with new Pantowners logo and have Facebook pages maintained by . These numbers will be adjusted after the Pantowners executive team consults with representative or other company of their choosing.

Fig. 5: consulting teams' suggested market budget allocation for 2019.



The Pantowners current radio advertisements are purchased on following radio stations: Tri-County Broadcasting (WVAL & Affiliates), Leighton Broadcasting (KCLD * Affiliates), BL Broadcasting (6 Brainerd stations), KASM (Albany, 2 stations) and KRWC Radio (Buffalo, MN). Radio stations are an effective way to maintain the current reach of the club, however, the team has some recommendations based on data gathered from local marketing and broadcasting companies on how to effectively reach the target market (18-55). The following are some station information from and Leighton Broadcasting that the team suggests focusing on more than the current mix.

Figure 6 is a table that illustrates on the following page what radio stations have the highest amount of listeners per quarter hour or the Average Quarter-Hour Persons estimate expressed as a percentage of the population being measured. Please notice that the Pantowners are only advertising with the radio station that is ranked number one and number 9 on the most listened to

radio stations in Saint Cloud. They are missing 88.7 percent of potential listeners in the St. Cloud area alone. This is very important when advertising for the car show.

Fig. 6: Neilsen Rating (The green highlighted radio stations are the one that the Pantowners are currently advertising on).

Subscriber	Format	Fall 2018 (Average Quarter Hours
KCLD-FM	Pop Contemporary Hits	9.6
WWJO-FM	Country	7.9
KLZZ-FM	Classic Rock	5.7
WHMH-FM	Active Rock	5.4
KZPK-FM	New Country	5
KCML-FM	Holiday Music	3.9
WJON-AM	News Talk Info	3.6
KZRV-FM	Classic Hits	3.2
WVAL-AM	Classic Country	2.1
KMXK-FM	Hot Adult Contemporary	1.4
KNSI-FM	News Talk Information	1.1
KZPK-FM HD3	Classic Rock	0.7
WXYG-AM	Album Oriented	0.7
WBHR-AM	All Sports	0.4
WHMH-FM HD3	Alternative	0.4
KVBR-AM	Business News	Unknown (Market too small)
KLIZ-FM	PowerLoon	Unknown (Market too small)
KLIZ-AM	Fan News	Unknown (Market too small)
WJJY-FM	Adult Contemporary	Unknown (Market too small)
KUAL-FM	Cool 103.5, 60's and 70's	Unknown (Market too small)
KBLB-FM	Country	Unknown (Market too small)
KASM	Variety	Unknown (Market too small)
KRWC	Variety	Unknown (Market too small)

Source: The Neilsen Company Topline Ratings (January 30th, 2019)

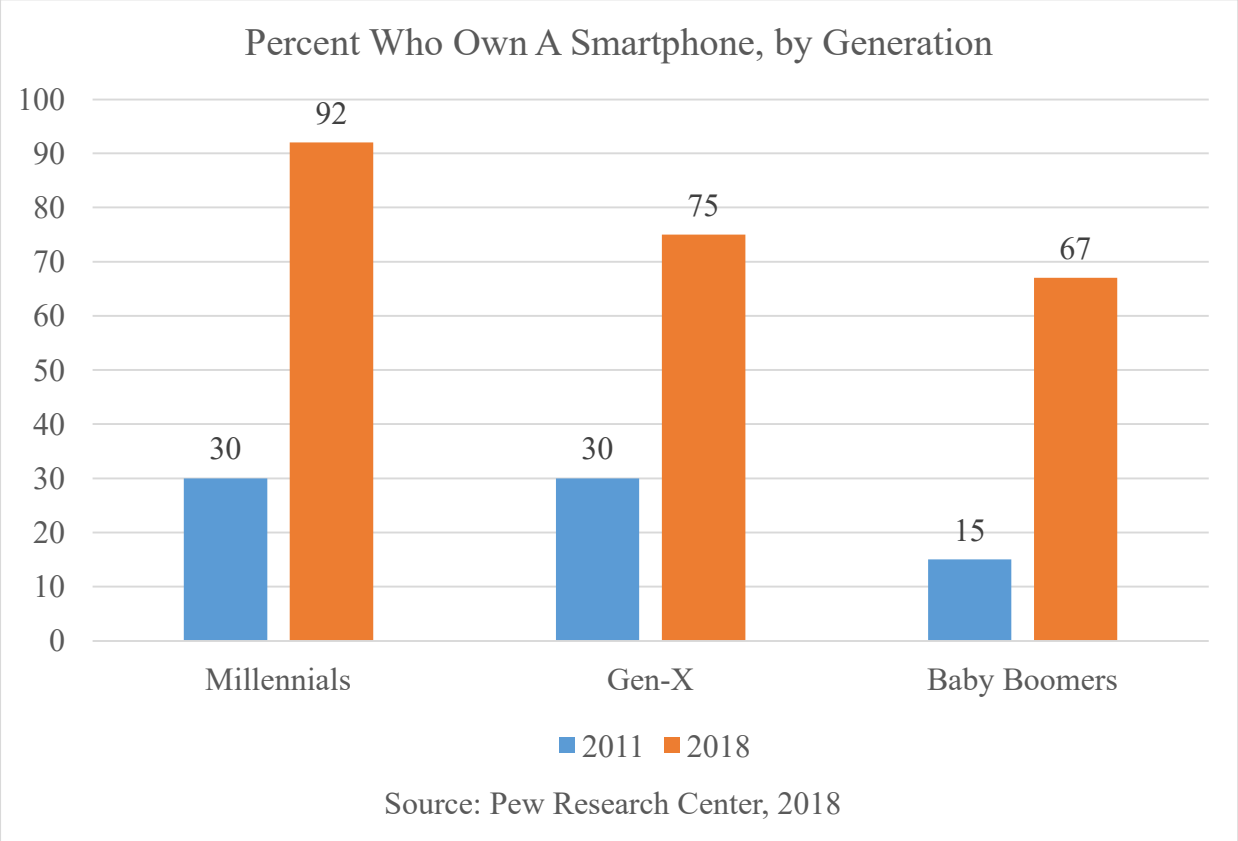
The one-day car show and swap meet generate approximately 90 percent of the organization's revenue. It is very important to maximize the existing marketing mix for car show promotions. The cash flow of the Pantowners shows that the club relies heavily on the car show for income. If the show doesn't generate enough revenue for two years the club wouldn't be able to financially sustain itself. Another question is how the Pantowners club brand will be positioned in the car show environment? The club is non-profit; their goal is to preserve the history of the Pantown cars and the interest for classic automobiles. When the team met with the leadership of the club and talked about the Pantowners clubs future, one of the missions was that the Pantowners want to continue to be the main car show around in Minnesota. The marketing mix needs to be updated to include social media along with the updated marketing efforts. The club wants to add 50 new members a year, attract the younger generations such as millennials and Gen X, and ensure the future of the club.

Advertising and marketing strategies need to be implemented to attract younger generations. To engage the millennials and boost association membership, the club needs to learn how to use the full marketing mix of conventional media and social marketing media to engage and interact with the millennials.

From birth, millennials have been brought up with the internet and social media which get accessed through devices they own before adulthood for example figure 7 show the percentage of each generation who owns a smartphone and it is rising for all them. They came of age at a time when they could purchase virtually anything from their smartphone, and have it show up at their home within two days. They can instantly have access to friends and family with a voice command, so they are very familiar with all the current technologies that are available for communications, entertainment and purchasing items online. Millennials are accustomed to

unlimited access to information — virtually any question they want to ask is available in seconds. Millennials have intimate knowledge of how to contact and find people with similar interests through vast online social networks (Kolowich, n.d.).

Fig. 7: Generational smartphone ownership.



One proven strategy that Pantowners should use is a social media mix of a Facebook page, functional website and in the future add Instagram to have a total marketing mix for maximum market saturation. Facebook is most popular among boomers and Gen Xers while Instagram is more popular among millennials. Part of the social media use would be a fully functional website that is easy to use and will allow the organization to track monthly new members and membership renewals. With a professional website developer, the club would be able to send reminders to current members when it is time to renew memberships. A fully functioning website would allow sponsors to pay for advertising online and generate more

revenue for the club. The club also needs to incorporate engaging messaging into its advertisements. These ads should be simple, user-friendly, and need to effectively communicate the car shows location and price.

The team recommends changing the Pantowners logo to a newer and more updated one that has a more universal appeal. The Pantowners is a local brand which means people in the area are more likely to know about the car show already, but may not know about the club. (See figures 8 and 9 below).

Fig. 8: Example logos for Pantowners.

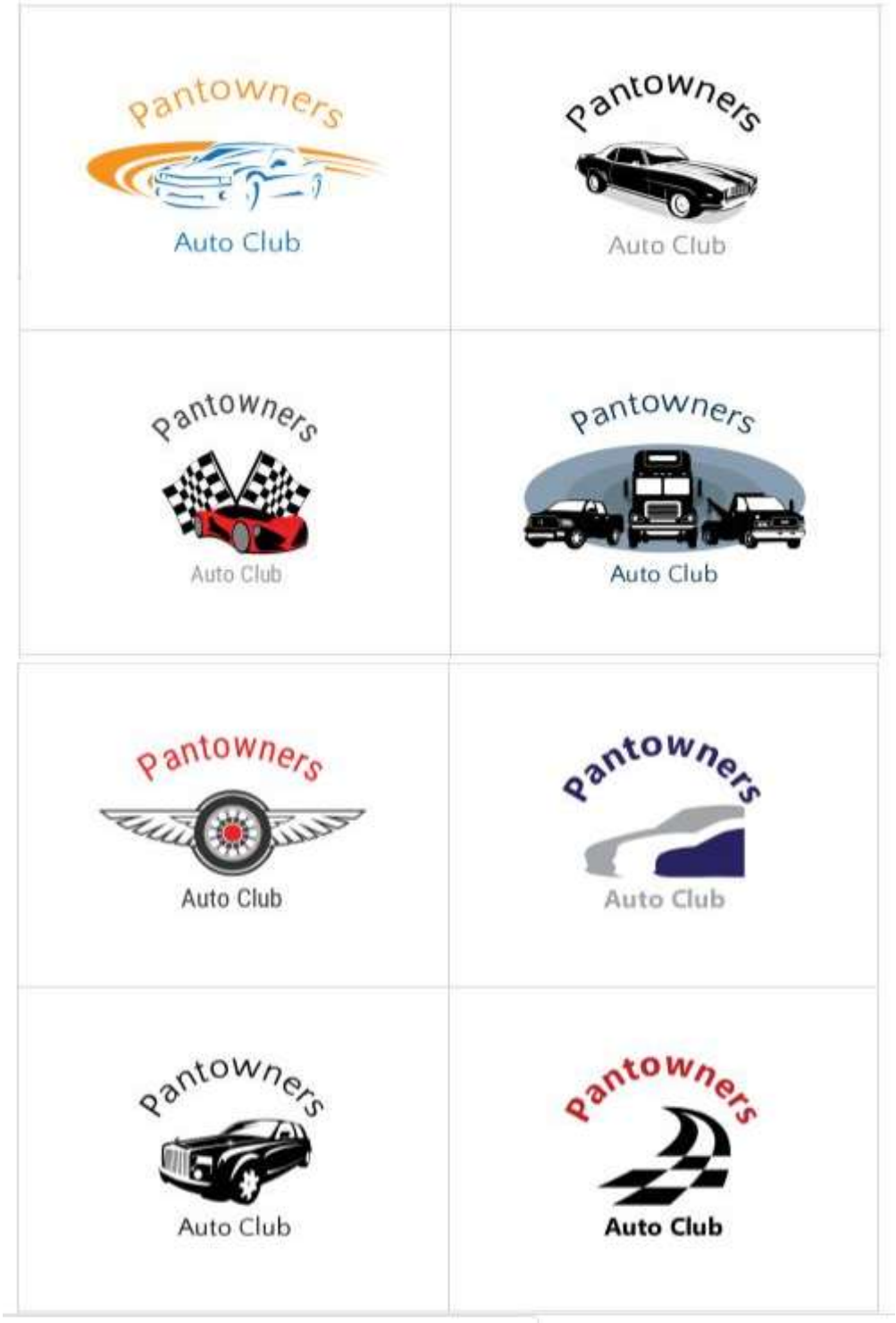
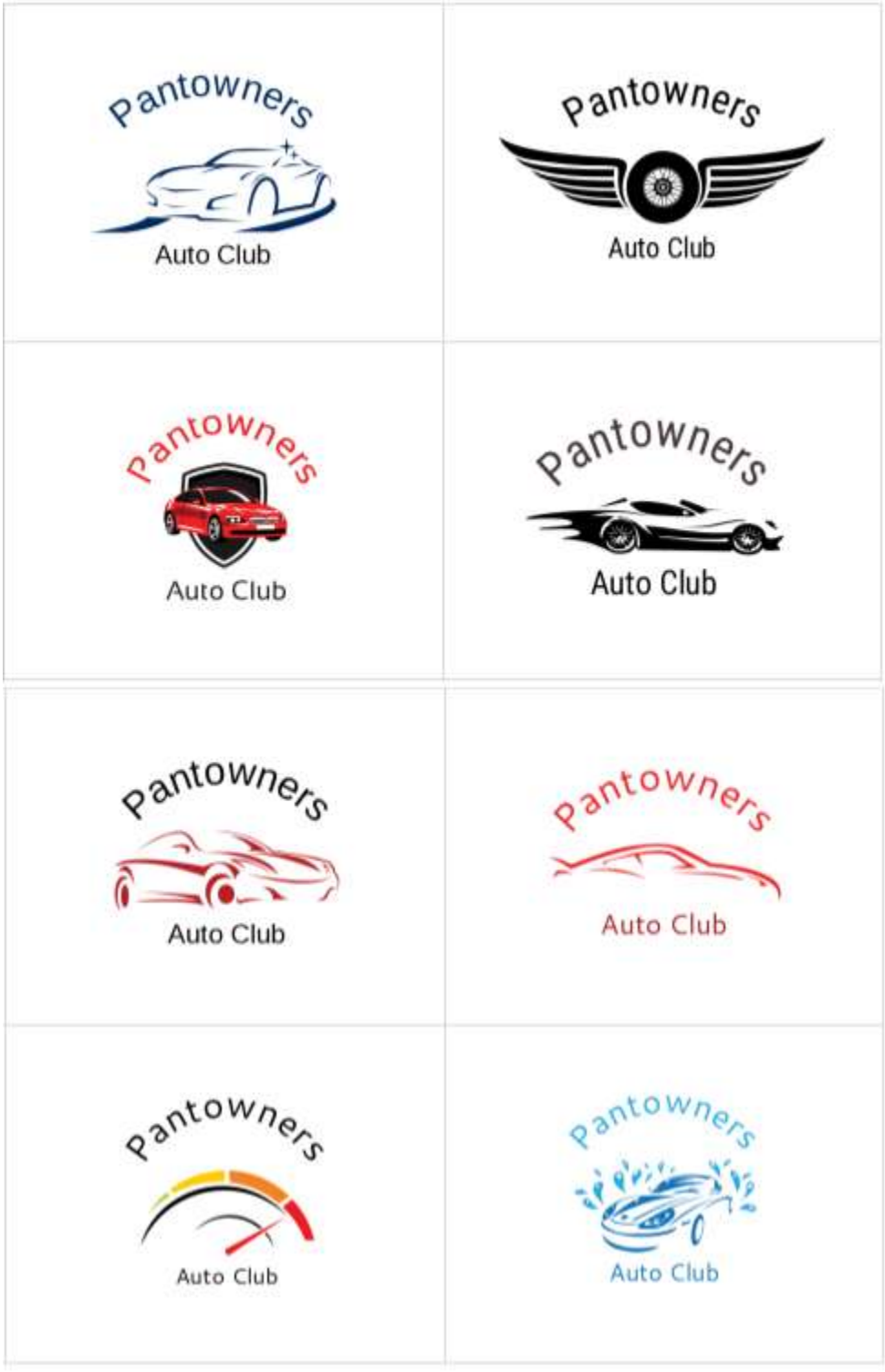


Fig. 9: Example logos for Pantowners.



The team recommends changing Siftings, a monthly report to Pantowners members about events, information, and board of directors meetings, into an electronic version that is offered online as well as the paper version. This change from paper to electronic will give more information to members what is happening with the club. The writers can write anything that is related to the Pantowners club community, and they can add a notice tab to post the siftings information and events information.

Modern club membership needs more flexibility with options for different levels of memberships for example full membership or part-time membership. The rigid nature of many traditional membership clubs is being overturned by competitors offering greater flexibility (Join the Club: Millennials and Modern Membership, n.d.).

Millennial Background/Trends

According to Millennial Impact Report the best way to reach people is via the internet and their mobile devices. This is great news for the Pantowners as they are looking to engage with the most tech-savvy generation, millennials. Millennials make up the largest segment of the U.S. population totaling about 90 million people whose preferences and the strategies required to successfully engage them will drive the economy for the next 20 or so years (Brookings Institute). As the core membership of the Pantowners continues to age, it is very important to engage this segment of the population to continue to grow the organization for years to come. In this section, the team will analyze millennial trends and how the Pantowners can use this to their advantage.

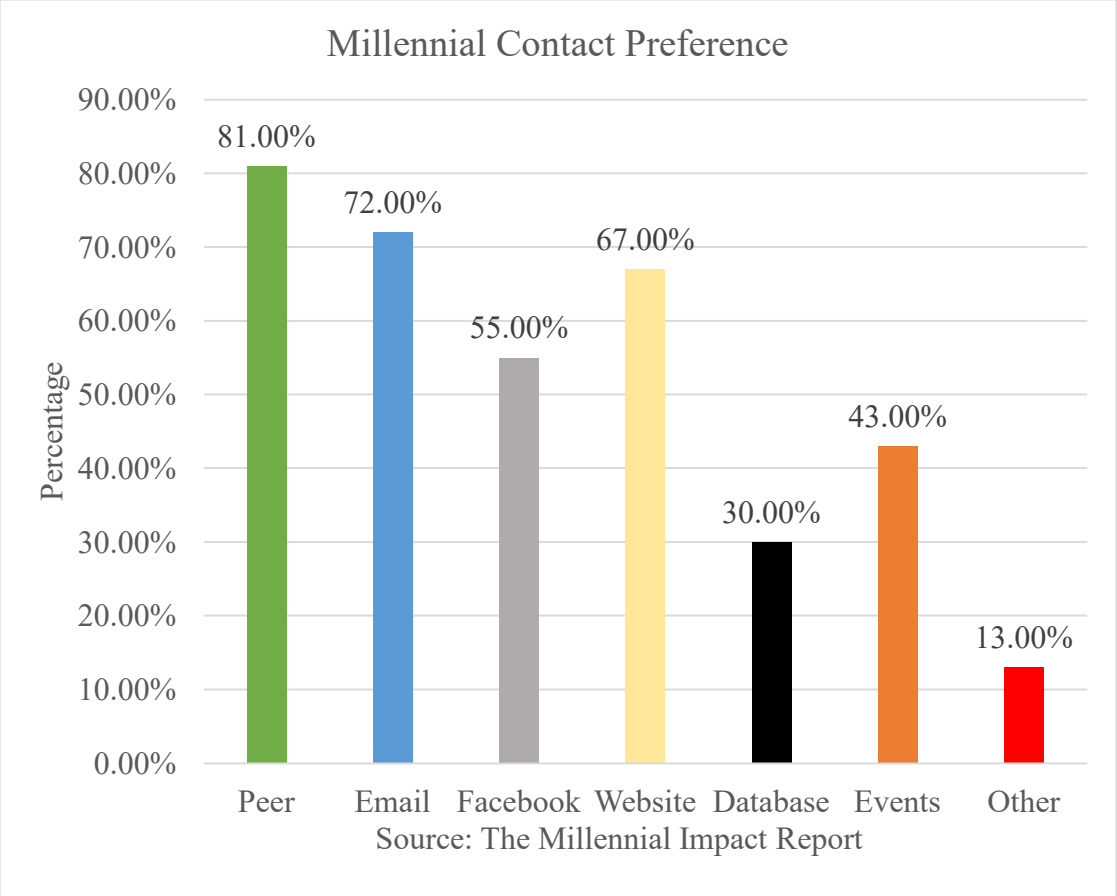
A study from the Club Managers Association of America outlines a few important generalizations of millennials and their relationship with membership organizations. This generation focuses heavily on incentivized marketing (discounts or free items), with 56 percent of millennials saying they would share their location and browsing information with a company in exchange for discounts and 51 percent would share extra information in exchange for incentives. Essentially, if you give millennials a reason, they will market to their friends and family for you as word of mouth is extremely important to them. When your marketing to millennials, 75 percent of them consume most of their content on their phones and 87 percent of millennials use two to three different connected devices at least once a day to learn and consume information. Therefore, it is increasingly easy and inexpensive to advertise to this audience because they are constantly using devices that can be used to advertise to them. When this age group is using their devices, they are often purchasing products or gathering information to purchase products, generally through social media. Nielsen Company conducted a study showing

that millennials spend approximately 6 hours per week on social media and a total of 27 hours on all media. Pantowners miss this mark and use traditional marketing such as flyers, radio, and calendars. This doesn't work to engage the younger audience as consumer studies show that only one percent of millennials are reached by these traditional advertisements. Specific social media usage by percent is shown below in figure 10.

According to Pew Research and the U.S. Census Bureau, millennials use their smartphones for 43 percent of their purchases, meaning this is the best way to reach them. When making decisions on purchasing 33 percent rely on reputations stated on blogs, social media, and word of mouth before purchasing and 80 percent will never purchase a product without reading a review or learning about it first. When it comes specifically to membership organizations, the Association for Modern Membership Software found that millennials find it essential that an organization has a mobile-friendly website and easy access to online club portals to learn about upcoming events and information.

To conclude, millennials spend most of their money online, usually using a smartphone. They engage with companies through social media and blogs and require different advertising than any other generation to grab and hold their attention. The Pantowners need to capture this through Facebook and Instagram and further engage with the millennial community around them to continue to grow, the best ways to reach millennials are shown below.

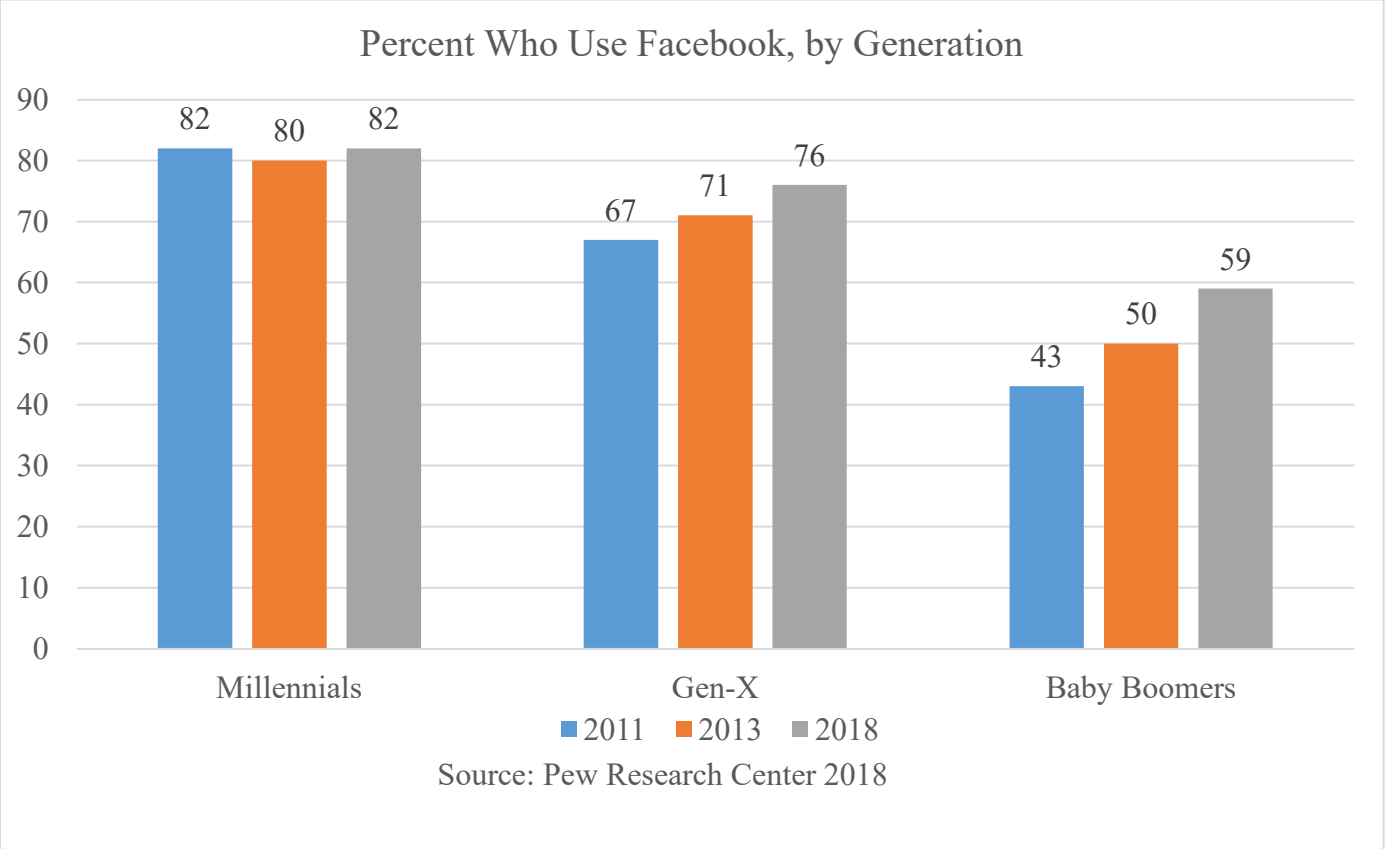
Fig. 10: How millennials prefer to be contacted.



Generation X Background/trends

Gen X ages are around 36-50 and are about 25 percent of the population and hold more spending power than both millennials and baby boomers. They also are heavy internet users, even more so than millennials. According to a report from the Nielsen Company, they spend about seven hours per week on social media, around an hour more than millennials, and spend 32 hours a week consuming all types of media such as news. The most common website for them is Facebook, 76 percent of persons aged 35-50 use Facebook daily and Facebooks cheap marketing makes this a prime target for Pantowners advertising. 72 percent of Gen X research online before making decisions and like millennials, recommendations from friends and family are the most important to them when choosing where to spend their money. Specific social media usage by percent is shown below in figure 11.

Fig. 11: Generational Facebook usage by percent.



Gen X also spends a considerable amount of time on mobile devices like tablets and smartphones, and marketing analysis shows that it's important that websites are optimized for mobile with easy to read text and easy navigation through the website. This is where the lack of Pantowners online presence returns. Since this generation relies heavily on the internet to decide if they will pursue the organization or not the Pantowners need to create a larger internet presence to market to this group. The reason Gen X is included into planning for the future is that they are brand loyalists. When they find an organization or brand they like they will stick to it and try to bring their friends and family into it as well. This word-of-mouth advertising can be combined with Facebook advertising for an inexpensive way of drawing the younger audience into the Pantowners.

Millennials/Gen X and the Car Collecting Hobby

Millennials are surpassing baby boomers in the classic car collecting hobby according to Hagerty. Given current trends, millennial's will become the single largest group in the hobby within five years. Contrary to popular belief, they are just as interested in cars as their parents and grandparents. A survey from Hagerty in early 2018 showed that 81 percent of millennials are passionate about classic cars compared to 79 percent of baby boomers. Although this interest in classic cars is the same as older generations, they prefer much different vehicles.

The number one group of classic cars for those aged 20-35 is 1960's Mustangs, Camaros, and Corvettes, but these cars are an expensive entry into the hobby and millennials often don't have the extra income to afford these cars. Therefore, they often choose classic pickup trucks. Because of affordability, millennials are 35 percent more likely to be interested in classic cars compared to the boomer generation. The 1973-1987 Chevrolet C/K series pickups are the second most popular classic car for millennials behind the classic muscle cars. Furthermore, although American cars are still the most popular, the younger audience has an affinity for Japanese made vehicles as they are four times more likely to purchase a Japanese classic car than enthusiasts from previous generations.

To conclude, although Millennials purchase cars later than any generation has before, their interest in classic cars remains high which means the future of the Pantowners can be assured with the proper marketing and social media presence.

Hagerty lists the top 15 collector cars for those aged under 45 as shown in figure number 12 below.

Fig. 12: Top Collector Cars for Millennials as of 2018.

Top 15 Collector Cars For Millennials			
Number	Year	Make	Model
1	1973-1987	Chevrolet	C/K
2	1976-1986	Dodge	Power Wagon
3	1945-1968	Jeep	CJ-7
4	1995-1999	Pontiac	Firebird
5	1994-1996	Chevrolet	Impala
6	1973-1979	Ford	F-Series
7	1960-1966	Chevrolet	C/K
8	1994-2004	Ford	Mustang
9	1966-1977	Ford	Bronco
10	1978-1979	Ford	Bronco
11	198	Jeep	Scramble

	1-1986		r
12	1969-1972	Chevrolet	Blazer
13	1981-1983	Dodge	Ramcharger
14	1967-1972	Ford	F-Series
15	1993-1998	Toyota	Supra

Millennial/Gen X Outreach Suggestions

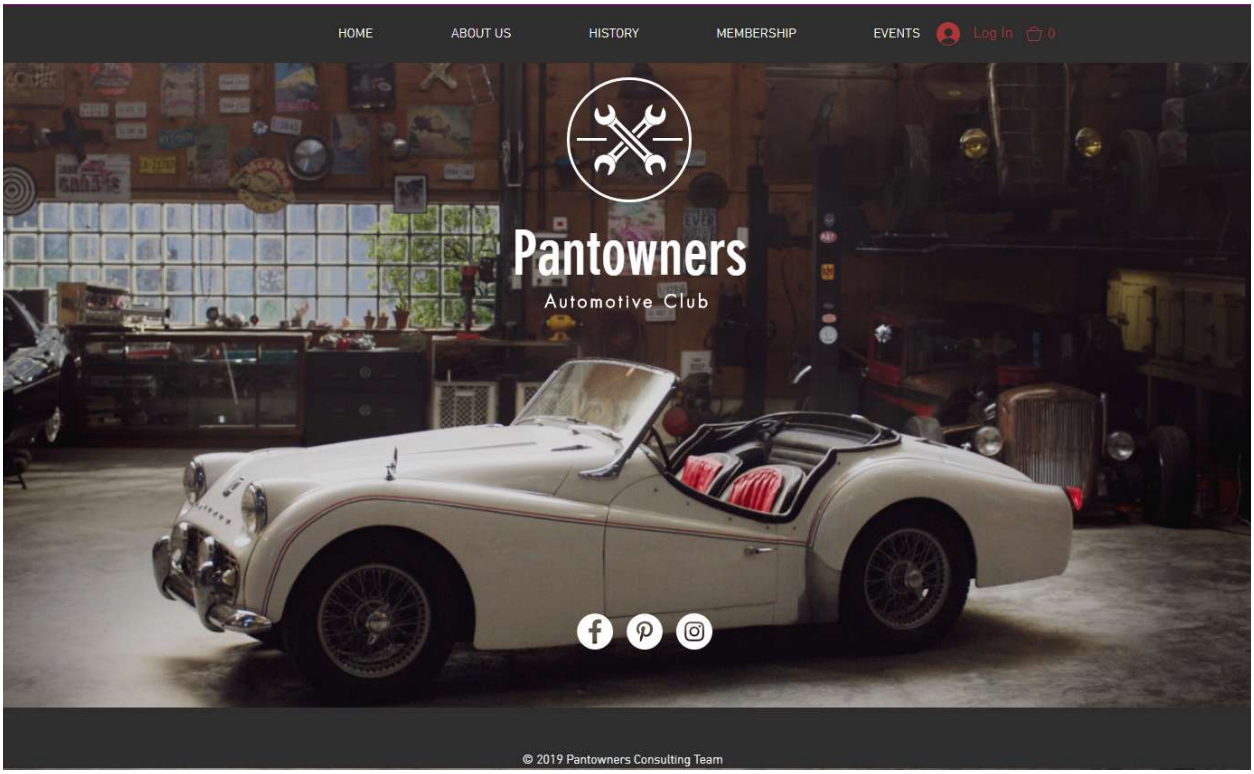
Online presence Restructure

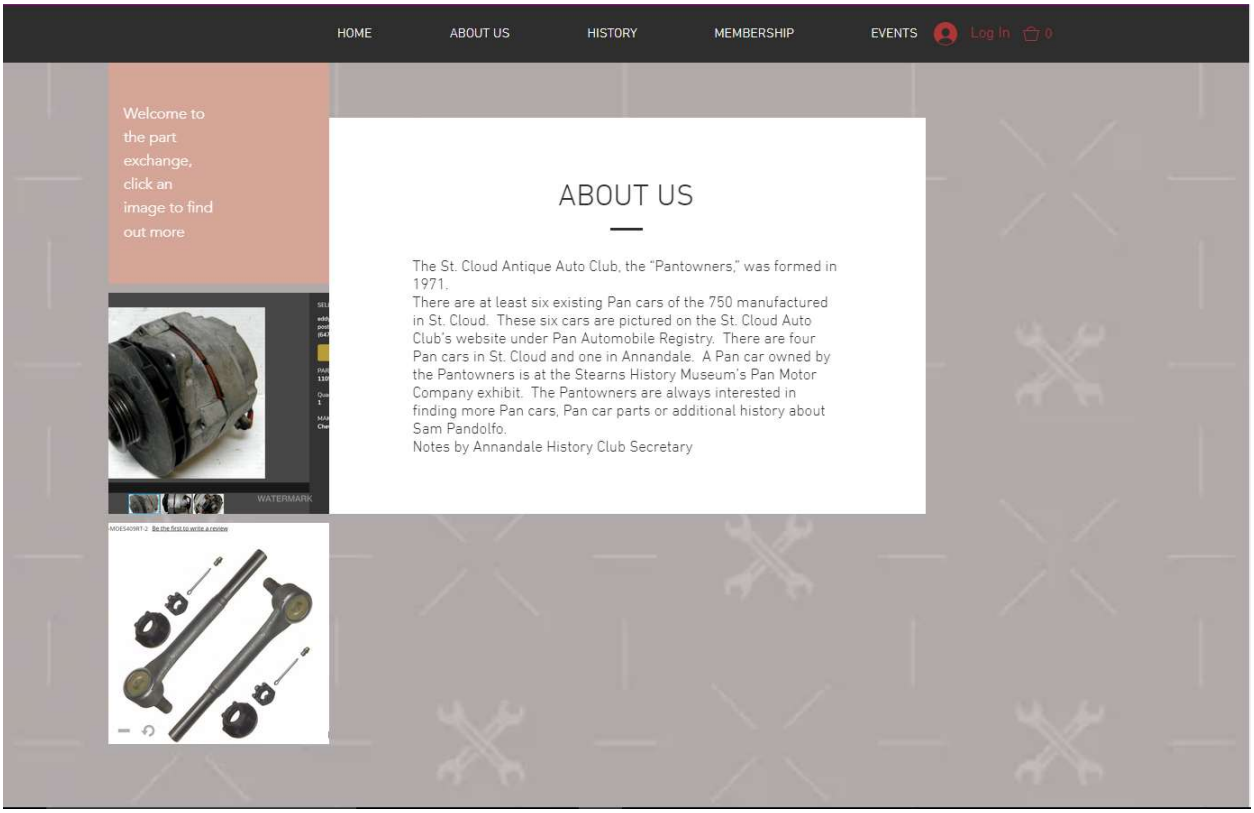
The Pantowners are a unique auto club as they are founded on the preservation of the Pan automobile and ensuring that the historical information related to the Pantown car remains known throughout the modern era. Because of this, it is extremely important that the club increase their presence online, especially when trying to engage the under 55 community. A lot of our recommendations for increasing the Pantowners online presence are inexpensive and can be done as soon as the club is ready to implement them. Wild Apricot, a company that specialized in software for small sized membership clubs and non-profits lays out a few effective ways that small clubs their software works for have increased their membership and engagement using social media.

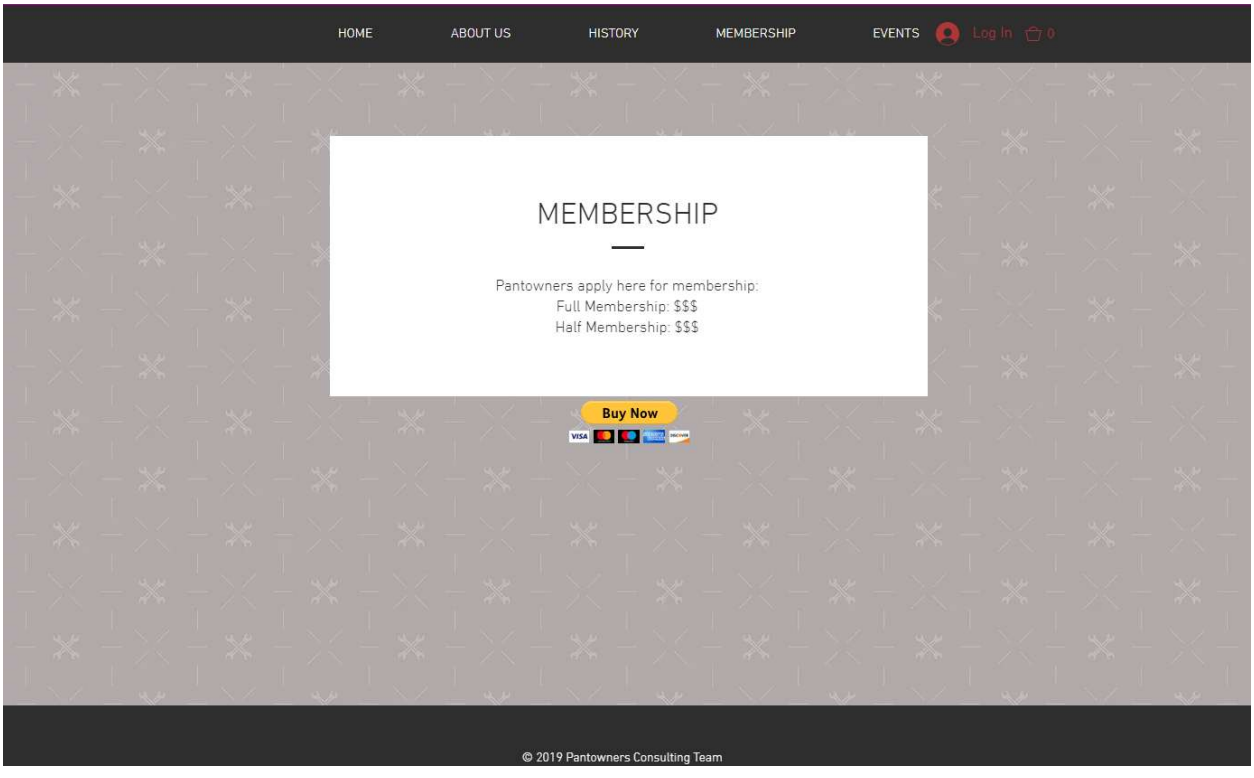
The first step in creating an engaging online presence is gathering a core group of followers. The new social media ideas need to be announced at the monthly meetings as a reminder to engage in social media if the club wants to grow. This includes sharing posts, liking posts, engaging on the forum, and sharing photos of anything they find interesting. After this critical mass is engaged in social media, it will be easy for others to start engaging.

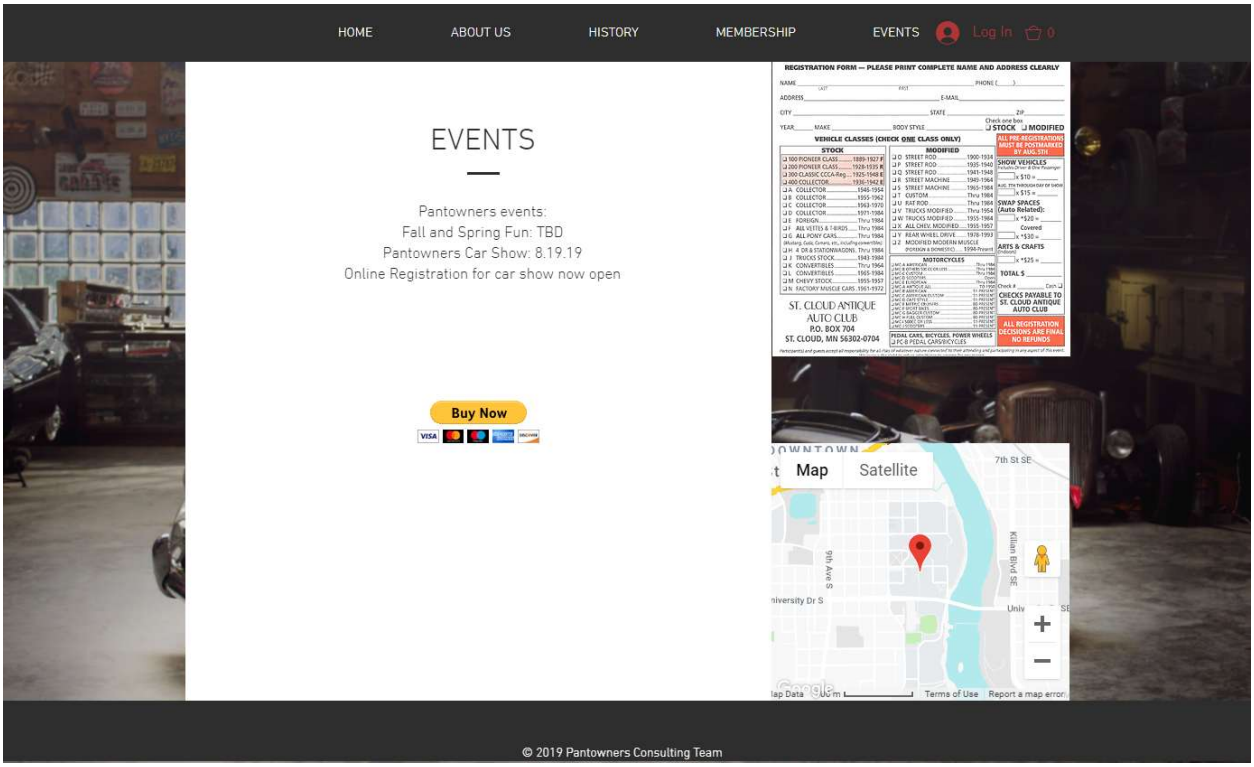
Next, as a part of the website redesign, add social media links called “buttons” to both the Pantowners Facebook and Instagram should be displayed on the website, all emails the club sends out, and any digital advertisements the club sends. These "buttons" are just the small pictures you see everywhere that, when clicked, link to social media sites. When it comes to the printed advertisements such as flyers and calendars, and printed information like the roster and newsletter the website URL should be listed in large print with a title to grab viewers’ attention. When those who see the advertisement or read the newsletter know exactly where to go to learn

more about the club and how to join if they are interested and if they are already a member, where to engage with other members when they aren't at a meeting. All of this will help to increase the volume of followers and boost online engagement. See below pictures for example webpage.




HOME
ABOUT US
HISTORY
MEMBERSHIP
EVENTS
Log In
0
Welcome to the part exchange, click an image to find out more
WATERMARK
ABOUT US
The St. Cloud Antique Auto Club, the "Pantowners," was formed in 1971.
There are at least six existing Pan cars of the 750 manufactured in St. Cloud. These six cars are pictured on the St. Cloud Auto Club's website under Pan Automobile Registry. There are four Pan cars in St. Cloud and one in Annandale. A Pan car owned by the Pantowners is at the Stearns History Museum's Pan Motor Company exhibit. The Pantowners are always interested in finding more Pan cars, Pan car parts or additional history about Sam Pandolfo.
Notes by Annandale History Club Secretary


HOME
ABOUT US
HISTORY
MEMBERSHIP
EVENTS
Log In
0
MEMBERSHIP
Pantowners apply here for membership:
Full Membership: $$$
Half Membership: $$$
Buy Now
© 2019 Pantowners Consulting Team



To engage with the target audience the Pantowners need to advertise to them through the correct marketing channels with intriguing classic cars. Facebook and Instagram are the most common social media type for the generations that Pantowners the team would advise to target. With 47 percent of those aged 30-49 using Instagram at least once a day, and 80 percent of them using Facebook at least once a day. More importantly, 60 percent of adults use Facebook constantly throughout the day meaning there are plenty of opportunities to reach them. Instagram is relatively straightforward, the Pantowners should post the pictures of the classic cars owned by club members, posting every week if possible or at least twice a month with links to the website and the registration for the one-day car show. For Facebook, boosted posts are the best way to reach the target audience, you can select the age group and the location you'd like to advertise to

as well as what your target audience is interested in. The Pantowners can directly advertise to those aged 18-85 around the Minnesota area that are interested in cars. Finally, to gain the interest of a younger group of people, the team suggests the idea of dropping the word “antique” from the club’s description and just calling it Pantowners Auto Club instead. Although the club can continue to preserve the history of the Pan car, it shouldn’t be the club’s number one focus. The Pantowners should focus on classic cars and future classic cars while keeping the Pan cars as a core for the club.

Meeting changes

The team would like to suggest making the following changes to the meetings. The team had the wonderful opportunity to attend a meeting in November and would like to make the following recommendations. The meeting was not engaging and mainly administrative information or accounting numbers. While important, there were not any interactions with the members in attendance in relation to cars. For future meetings, the team would recommend that members showcase their cars, perhaps have one or two members a month that show off their cars and what they’ve done with them recently. The executives should be updating on projects that club members are doing and the club members should be allowed to speak on those projects and ask if the group has any questions on how a certain restoration was done. Furthermore, the team suggests adding in helpful tips for car collectors to the website and at the meetings. The greatest advantage of having an experienced membership is the knowledge and expertise they’ve honed over their years participating in the hobby. The younger generations are eager to learn certain skills, such as general car maintenance, collector car maintenance, and any other tips the older generations can offer while acting as a refresher for other members.

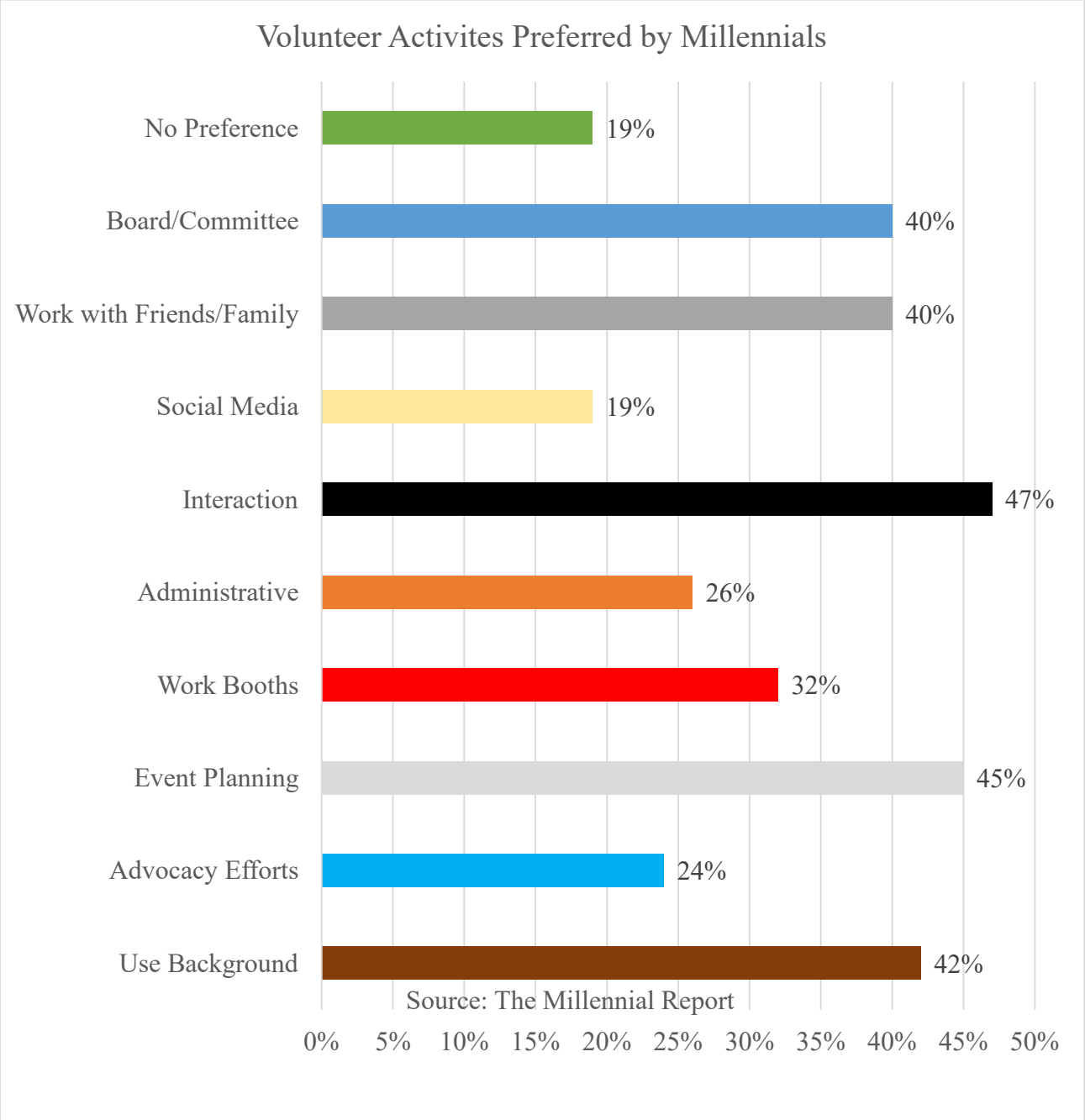
Events and Community Engagement

Since the Pantowners are a small non-profit, community involvement should be at the forefront of the club's goals. Volunteering and engaging with the community is just as important as advertising when it comes to cultivating growth for the Pantowners. The team's first suggestion is to have a booth at the Summertime by George Music Festival to give out information about the club, or if possible, have a Pantown car there in conjunction with the Pantown Brewery which could be in the beer tent area. Hosting contests for the community at the local VFW's or community centers or setting up booths/tents at other outdoor events can also increase the clubs exposure and work to change the image.

As far as volunteering is concerned, there are plenty of local organizations or charities that the club can involve themselves with, such as Big Brothers Big Sisters of Central MN, Catholic Charities, Volunteers of America and multiple others. Millennials enjoy volunteering but have many different forms that they prefer to engage in. (See figure 13 below).

This not only helps a good cause in the community but offers positive exposure for the club and allows the Pantowners to meet new people. Lastly, another part of community engagement is sponsorships. The club can sponsor a local robotics team, whether it be school leagues or sports organization leagues, sponsor sports tournaments, adopting local highways, and sponsoring park clean-ups or sponsoring a community cookout with other local business

Fig. 13: Millennial preferred volunteering activates.



Methodology

To provide the information in this report, the team's methodology was as follows. The team collected research on multiple different facets related to the Pantowners. After gathering information from our first meeting with the officers of the club, the three deliverables were identified, which mainly focused on changing the online presence, marketing, and outreach to millennials. First, the team analyzed demographics in St. Cloud and surrounding areas to find target market information. This research included population, age, sex, and income taken from multiple data collection websites such as DataUSA and the U.S. census bureau.

After this, the team analyzed civic and social organizations to see where the Pantowners might be differing from the recommended ideas or processes for clubs. The team used information from NonProfitQuarterly for this analysis. After this, data from car collecting hobby (industry analysis) and how various generations participate in the hobby was analyzed. Data from Hagerty was collected to determine how each generation participates in car collection, what car they find most interesting, the price of those cars, and how long those cars stay on the market to determine the Pantowners future direction. To reach our target market more effectively, the team then performed a generational analysis that included the general trends that millennials and Gen X follow to increase the effectiveness of marketing and advertisement. This was compiled via data from multiple websites, news publications, and Hagerty.

The team then performed a marketing analysis, analyzing the clubs current marketing strategies and budget to find where the club can save money and how it can better advertise to our determined target market. To do this, the team got in contact with local marketing firms for social media management and radio advertisement data. With most of our information collected, the team performed a SWOT and a TOWS analysis. The SWOT analysis is used to identify the

club's strengths, weaknesses, opportunities, and threats. The team identified the previous SWOT points from meeting with the Pantowners, their suggestions, and information, and data collected from the Club Management Association of America and other clubs whose focus was modernizing such as the Rover Club in Britain. The TOWS analysis pulls the points from the SWOT analysis but instead offers suggestions in how the club can use its strengths to advance its opportunities and defend from its threats, and how its weaknesses affect its opportunities and threats. For these suggestions, the team used our previous research and meeting with the Pantowners to offer insights into the TOWS analysis.

Conclusion

The three deliverables that the team has analyzed for this project are;

- An in-depth analysis of the hobby to include emerging trends.
- A redesign of the club from a millennial perspective, respecting its heritage and embracing the future.
- A critique of the club's website, marketing materials, and how it spends its advertising budget.

The team has full confidence that the content in this report will help Pantowners become more successful in gaining new memberships. With the recommendations for creating a social media presence in conjunction with a professional social marketing company, the Pantowners can become a better connected, more financially secure organization and have stronger ties within the community. The consulting team would like to thank the Pantowners Auto Club for allowing this team the wonderful opportunity to help solve their organization's needs.

Recommendations

The team would like to make the following recommendations to guide the Pantowners with updating their social media presence.

- The team would first recommend creating a new logo for the Pantowners to a more modern look.
- The second recommendation the team would offer is for the Pantowners to create to an interactive website with a professional team managing all aspects of the web page design, maintenance, and customizable features.
- The team would recommend going with one of the local social media companies; Townsquare media or Dayta Marketing for this because they will create a responsive Secure Sockets Layer website for members to pay dues and for new members to join easily. This will also allow for the online payments for the car show in August.
- The social media company that is selected by the Pantowners will also set-up and post to Facebook two times a week to keep driving activity to your web page. They will provide a local marketing specialist to help with every aspect of a successful social media campaign that will propel the Pantowners into the 21st century.
- Pantowners will also get monthly reports on how effective the social media campaigns are going by following website visits, traffic, posts and so on which will allow Pantowners to adjust campaigns with the help from their media manager.
- The social media company that is selected by the Pantowners will also be able to help with targeting the millennials and Gen Xers.

- Pantowners will also be able to keep track of new members and membership renewals per month and many other business metrics provided by the social media company selected.
- Pantowners would be able to sell advertising space on the web page to generate revenue while using co-branding marketing with other businesses.

Next recommendation would be for Pantowners to become more involved in community volunteering events. Millennials are more apt to join a club that does social volunteer work which allows for socialization and connection to the local community. The Pantowners should post volunteer events on the webpage and Facebook to connect with millennials and help drive new membership with new connections through community engagements. Part of the community engagement would be to start getting paid sponsors for events which will also raise the awareness of the Pantowners through connections with other businesses. The more connections the stronger the organization becomes in its community.

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Appendix

St. Cloud Demographics	
Population Total	67,093
Gender and Age	
Male	34,471
Female	32,622
Under 5 years	4,402
5-9 years	3,973
10-14 years	3,354
15-17 years	2,000
18-24 years	14,150
25-34 years	10,282
35-44 years	7,456
45-54 years	6,528
55-64 years	7,071
65-74 years	4,449
75-84 years	2,272
85 years and older	1,156
17 years and younger	13,729
18-64 years	45,487
65 years and older	7,877
Transportation	
No Vehicles	2,350
1 vehicle	9,209
2 vehicle	10,356
3 or more vehicles	3,932

Business Contacts

Townsquare Media
Amy DeVos
Online Marketing Consultant
640 Lincoln Ave SE,
St Cloud, MN 56304
(320) 248-3399

Leighton Broadcasting
Kalie Schuster
Account Executive
619 West St. Germain Street,
St. Cloud, MN 56301
(320) 203-4836 office
(507) 456-2599 cell

Dayta Marketing
Andrew Leintz
Head of Business Development
519 2nd Street North
St. Cloud, MN 56303
(320) 345-7307