

Strength In Numbers: Examining Ronald McDonald House Charities'
use of Social Media in the United States and the United Kingdom

Celeste Gossmann

Kent State University

Introduction

Social media has revolutionized the way nonprofit organizations are able to communicate with and engage their audiences. Nonprofits often do not have the resources that for-profit corporations do, so having the ability to reach stakeholders at little or no cost has presented nonprofits with new opportunities to raise awareness and tell their stories.

In this research, I examined how one nonprofit is using social media, both in the United States and the United Kingdom. The first part of my research focused on the United States. In doing so, I identified several best practices that can be applied to many nonprofits. For the purposes of this research, I focused on Ronald McDonald House Charities. With my research, I wanted to identify what social media strategies RMHC is using to engage its various audiences, as well as to examine how the social media practices differ between local Chapters and the global office.

RMHC is an organization that provides a home-away-from-home to families who have a child in the hospital. There are three core programs operated by RMHC: Houses, Family Rooms, and Care Mobiles. Houses function much like a hotel, with several rooms where families can stay overnight for as long as their child is receiving hospital care. Family Rooms are rooms within a pediatric unit in a hospital where families and their children can go to get away from the hospital atmosphere without leaving the building. These rooms often provide laundry facilities, kitchens, beds, and toys. Care Mobiles are units that travel to low-income areas to provide underprivileged children with medical care such as dental or eye care (Ronald McDonald House Charities, 2013).

Best practices for social media change as quickly as technology changes. I identified best practices that I believe are applicable to all social media platforms, and that are adaptable enough to survive changes in technology.

Literature Review

In a 2008 article by Waters, Burnett, Lamm, and Lucas, the researchers examine how nonprofit organizations are using Facebook. The study used a content analysis of the Facebook profiles of 275 nonprofit organizations. The authors define social media as “those sites driven by user-participation and user-generated content” (p. 103). They go on to say that nonprofit organizations use social media to “interact with volunteers and donors, and educate others about their programs and services” (p. 103). The article identifies relationship building as the primary function of social media. In this study, the researchers found that “nonprofits have not incorporated the vast majority of the Facebook applications available to them into their social networking presence” (p. 105). They write that the organizations usually post photographs and news stories, but much content that relates to the organization itself. Often, only an email is provided for users to contact the organization for more information. The authors also stress the importance of dedicating sufficient resources to maintaining a social media page. “Creating a profile and then abandoning it will create only minimal exposure for the organization, and it could turn off potential supporters if they witness inactivity on the site” (p. 105).

The 2008 book *Groundswell: Winning in a World Transformed by Social Technologies* by Charlene Li and Josh Bernoff provides case studies and strategies for using social media to engage an audience. This book provides excellent background information as to the rise of social media and how to harness its power, because the content focuses on strategies that are applicable to a variety of platforms. The groundswell is defined as “A social trend in which

people use technologies to get the things they need from each other, rather than from traditional institutions like corporations” (p. 9). While that definition may sound ominous to organizations, the authors provide strategies for using the groundswell to reach its audience. Li and Bernoff include five objectives that companies can successfully pursue: listening, talking, energizing, supporting, and embracing (p. 68). The authors also suggest using what they call the POST method, which stands for People, Objectives, Strategy, and Technology (p. 67-68). The idea of this method is that an organization should consider those four elements in that given order. First, the organization should examine who the target audience is and how they engage on social media. Then the organization should identify its objectives based on the target audience, followed by determining the best strategy to obtain those objectives with that audience. Finally, the organization should use the technology its audience has already embraced because it is easier to reach an audience on a platform the members are already using than to encourage the audience members to create profiles on a different platform. Li and Bernoff also stress the importance of word of mouth, which is something that spreads very quickly in the groundswell. “Energizing the groundswell means tapping into the power of word of mouth by connecting with, and turning on, your most committed customers” (p. 131).

A 2009 study used a survey to evaluate public relations practitioners’ perceptions of the credibility of social media (Curtis, Edwards, Fraser, Gudelsky, Holmquist, Thornton, and Sweetser). The researchers found that “Organizations with defined public relations departments are more likely to adopt social media technologies and use them to achieve their organizational goals” (p. 92). The authors also suggest embracing new social media tools as they become available.

In 2010, Lovejoy, Waters, and Saxton researched how nonprofit organizations use Twitter by conducting a content analysis of the Twitter accounts of 73 nonprofits. The authors discuss the different features and tools of Twitter, such as using the “@” symbol to communicate directly with other Twitter accounts, as well as the use of the “#” symbol to signify that a message is relevant to a particular topic. The content analysis revealed that “Rather than using public messages to reply to other Twitter users or connecting to others by retweeting messages that may be helpful to others, nonprofits are primarily using the site to relay information using one-way communication” (p. 316). The researchers also note that individuals primarily use social media to connect with friends and family, not to connect with organizations.

In Kate Smitko’s article (2012), “Donor Engagement Through Twitter,” the researcher uses discourse analysis to examine the content of Twitter messages for one nonprofit and one for-profit organization. The researcher claims that nonprofit organizations are “no different than for-profit corporations” (p. 633). For both types of organizations, Twitter can be used to build relationships with stakeholders. Smitko suggests that “non-profits should continue to link themselves, via the “@” symbol, to current and potential donors that they follow; this would mean non-profits would re-tweet donor messages and include them in their authentic construction of tweets” (p. 635).

Methods

To determine what social media strategies Ronald McDonald House Charities uses, both on the global and Chapter levels, I conducted several interviews in the United States. I interviewed Katie Underhill, the social media manager for Ronald McDonald House Charities of St. Louis; Laura Doyle, the social media manager for Ronald McDonald House of Cleveland; and Sarah Cockerill, the social media manager at the global office for Ronald McDonald House

Charities. I also interviewed Mark Nylander, a Northeast Ohio communications consultant who has planned and implemented social media for several nonprofits.

In addition to interviews, I also examined the content of the social media pages for RMHC Global, RMHC of St. Louis, and RMH of Cleveland. RMHC Global and RMHC of St. Louis each have a Facebook page, a Twitter account, and a Pinterest account. RMH of Cleveland has a Facebook page and a Twitter account. I also examined the websites for both Chapters and the global office, to determine how social media is incorporate into the website.

For the second part of my research, I traveled to London to conduct similar interviews. I spoke with Maria Surcel, the Digital Marketing Coordinator for Ronald McDonald House Charities U.K.'s National Office; Melissa Kirk, the House Manager who maintains the social media pages for the Ronald McDonald House of Brighton; and Rhodri Harries, Managing Director of Kaizo PR and Digital Communications, an agency specializing in social media and online strategies.

Corresponding to my research in the U.S., I will also examine the social media pages for RMHC of U.K. and RMH of Brighton. RMHC of U.K. has a Facebook account and a Twitter account. RMH of Brighton has a Facebook account and a LinkedIn account. I will also look at the websites for both RMCH of U.K. and RMH of Brighton.

Any quotations from the seven interviews included in this paper are unedited. They may include grammatical errors or colloquialisms.

U.S. Findings

RMHC Global makes effective use of its website to direct users to the organization's social media pages. On the homepage, there is a Facebook plugin on the right that allows users to "like" the page, as well as to see recent posts by both RMHC Global and followers. Directly

beneath the Facebook plugin is a Twitter feed, showing recent posts as well as a link to follow RMHC Global on Twitter. At the bottom of the page is a link to all of the social media sites RMHC Global uses (Ronald McDonald House Charities, 2013).

The website for RMH of Cleveland does not have a Facebook plugin or a Twitter feed, but located at the top of the page are social media buttons directing users to the social media sites. Links can also be found under the “News and Events” tab (Ronald McDonald House of Cleveland, 2013). RMHC of St. Louis uses social media buttons at the bottom of the page (Ronald McDonald House Charities of St. Louis, 2013).

Through my interviews, I identified several different audience groups that RMHC targets in its social media messages. These groups are families who are staying or have stayed in a House, volunteers, private donors, corporate donors, and potential donors. These audience groups are the same for both Chapters I researched as well as the global office. The global office targets Chapters as an additional audience group. The interviews revealed that different audience groups engage differently, depending on the social media platform.

Cockerill, Doyle, and Underhill all said that Facebook is the primary platform for families and some volunteers. Doyle said “Facebook is more of a personal thing, so we’re reaching out more personally” (2013). Underhill said “families and people who have used the house or know someone who has used the house... are much more engaged on Facebook, because it is easier to share a photo, and then have 20 comments under the photo, and then they can reshare it on their own Facebook pages” (2013). I examined the Facebook posts by other users on RMHC pages, and saw that the engagement on Facebook is consistent with what was said in the interviews.

RMHC's main audience on Twitter is mostly other organizations and corporate donors. When looking at a Twitter account, it is possible to see all of the Twitter users who follow a particular account. While there are many individuals following RMHC Global, RMHC of St. Louis, and RMH of Cleveland, the majority of followers were organizations. Underhill said that because of the organizations and corporate donors who follow the RMHC of St. Louis Twitter account, the Chapter receives donations quickly after a request is tweeted. "Say we are running out of Wish List items for our family rooms—we will put up a post, and pretty quickly, companies all over St. Louis have retweeted that, and the donations will come rolling in" (Underhill, 2013).

Cockerill said that Pinterest is a good platform for connecting Chapters with one another. "We do have the Pinterest page, and the nice thing about that is that under the RMHC brand all of our local chapters can create their own Pinterest board. Pinterest is really the only social media site right now that lets the global and local interaction happen" (Cockerill, 2013). RMHC of St. Louis also has a Pinterest account, and Underhill says that volunteers use it to exchange recipes for the Family Night Dinner program associated with the St. Louis Chapter. Underhill said that the main audience engaging with the RMHC of St. Louis Pinterest account is volunteers. "One of our most popular volunteer programs is called our family dinner program, and Pinterest is becoming a really fun way for volunteers to share recipes" (Underhill, 2013). RMH of Cleveland does not have a Pinterest account, choosing instead to focus resources on Facebook and Twitter.

Through the interviews, I was able to determine some best practices for nonprofits on social media. Social media posts that include photos often encourage more engagement. Establishing an emotional connection with the audience is another factor of a successful post.

When other organizations are “tagged” in a post, the post will get more exposure and reach a wider audience. On Twitter, “hashtags” can be used to join or start conversations. Commitment to the social media platform is also important. By this, I mean that if an organization has a social media page or account it needs to maintain that page rather than letting it stagnate.

Using photos often makes a social media post successful. There is an immediacy to photos that makes them easy for audience members to share on their own pages. Videos are not always supported on all mobile devices, and they take more time to consume. Videos can be engaging, however, and RMHC Global has a YouTube account from which Cockerill can embed videos to Facebook. One of the difficulties with creating videos is having the production resources. “We have a YouTube channel, and repost videos as often as we can but part of video is being able to have the production quality” (Cockerill, 2013).

Another reason why photos are so successful on social media is that photos can help establish an emotional connection with the audience. Nylander said, “People make decisions on whether or not they’re going to donate to or volunteer for or connect with a nonprofit, they make those decisions with their heart, not with their head” (2013). Storytelling is an important element in appealing to an audience’s emotions, and photos and other multimedia are excellent vehicles for telling a story. Cockerill said that she often choose photos of children who are “going through a lot,” such as a child with an IV, a very small premature baby, or child suffering hair loss following chemotherapy treatments for cancer (2013). Cockerill also strives to tell a variety of stories through the photos she chooses. “You don’t want to tell the same story every day. So while I know that some stories or certain pieces of content that I Post may not get the highest engagement it is about mixing and matching and telling. We don’t just have babies in the House; we don’t just have children with cancer in the House” (Cockerill, 2013).

Underhill said that she creates posts that relate to topics that the St. Louis community is already talking about, so that the post will appeal to a wider audience. For example, when the musical *Wicked* was performing in St. Louis, Underhill was able to incorporate that into a post. “The cast of *Wicked* came to one of our three Houses and put on a performance for the families who were staying there. We put up a picture of that, and it was hugely successful. I think because it had that emotional component of it being the children and the families, and the also, the popularity of *Wicked*” (Underhill, 2013).

One way to make sure a social media post gets maximum exposure is to “tag” other organizations or users. Doyle said that one group that often retweets RMH of Cleveland tweets is the sorority, Alpha Delta Pi. “Their national philanthropy is Ronald McDonald Houses. Locally, there are two colleges that have Alpha Delta Pi chapters...those ladies are very involved in what we’re doing...Anytime I...tag them, it’s guaranteed that at least ten to 12 to 20 of them are going to retweet it, repost it, spread the word” (Doyle, 2013). Nylander said that tagging other organizations is one of the best ways to attract new followers to an organization’s social media profile. “It’s a multiplier effect” (Nylander, 2013).

Twitter offers a feature in which users can use the “#” symbol, or hashtag, to designate a post as pertaining to a particular topic. Doyle said that she often looks for existing conversations, such as for National Milk Day, and composes tweets using the existing hashtag for that conversation. By doing so, anyone searching for that hashtag will see the post. Doyle said that she chooses to join conversations that are consistent with RMH of Cleveland’s online voice, rather than joining every existing conversation (Doyle, 2013). The hashtag #StrengthInNumbers is one that RMHC Global uses often.

Finally, in order for a nonprofit organization to have a successful social media presence, it has to be committed to maintaining the social media profile. As I said earlier, RMH of Cleveland has a Facebook and Twitter account but not a Pinterest account. Nylander said that it is more important to have one or two social media profiles that are maintained well, rather than to have several that are inactive. “If the resources aren’t there to manage a program that might involve several social media platforms, then pick one. Pick one that will work best for that nonprofit, and there’s absolutely nothing wrong with that” (Nylander, 2013).

Using Li and Bernoff’s POST method, a chart of RMHC’s activities in the U.S. might look something like this.

People	Objectives	Strategy	Technology
Families	Update, Support	Share photos of success stories, share photos of volunteers supporting families and the charity	Facebook
Volunteers	Thank, Encourage interaction	Share photos of a particular group of volunteers accompanied by a “thank you” message, share photos of success stories, share photos of volunteers supporting families and the charity	Facebook, Twitter, Pinterest
Private Donors	Thank, Encourage donations	Share photos of donors’ contributions, share photos of success stories	Facebook, Twitter
Corporate Donors	Thank, Encourage donations	Share photos of donors’ contributions, use @ to directly thank donors	Twitter
Potential Donors	Raise awareness, Encourage donations	Share information about where the money goes and who receives support, share photos of success stories	Facebook, Twitter

U.K. Findings

The RMHC U.K. website features a Twitter feed to the right of the page, as well as a Facebook button at the bottom of the page to direct users to the nonprofit's social media profiles. RMH of Brighton does not have its own website, but it has a space on the U.K. page. There is a Facebook button to like the Brighton page, but I have had significant difficulties accessing the page. Initially, I thought it was perhaps an issue with using a U.S. internet connection. When I arrived in London I tried accessing the page again, and was eventually successful. When I tried to return to the page to access the information in order to write this report, I again was unable to reach the page.

One of the things I learned about the health care system in the U.K. is that there are several specialized hospitals around the country, and that the more local hospitals are more generalized. Each Ronald McDonald House associated with one of these specialized hospitals has a distinct personality because they serve a specific population. For instance, the House in Brighton mainly supports the families of newborns. "We have lots of local hospitals, but they only do the routine. We tend to have kids with long term illness or newborns [with families staying in Houses]. Brighton has many parents that have newborns" (Surcel, 2013).

Some of the Houses in the U.K. are much smaller than others. This affects which audience groups a House engages with over social media. My interview with Surcel revealed that the audience groups for the national office include families who have stayed in a House as well as their friends, volunteers, private donors, potential donors, and potential donors. When I spoke with Kirk, she said that she communicates mostly with families who have stayed in a house as well as their friends, and corporate donors. Because the Brighton House is small, it does not see the number of volunteers that larger houses see.

The differences in audience groups impact which technologies a House chooses to use. The national office uses Facebook and Twitter most often, while the RMH of Brighton uses mostly Facebook. Kirk said that she has just recently created a LinkedIn account to better connect with corporate donors and potential corporate donors. Kirk said that she doesn't think her audience uses Twitter as much as Facebook, and that she wants to focus her efforts to make sure the House's presence is the best it can be. "If I'm going to set something up, I want to do it properly and I want it to be successful like our Facebook page" (Kirk, 2013).

Not every House in the U.K. has its own social media presence. There are 14 Houses in the U.K., plus the national office, but only a total of 6 Facebook pages. The national office, Oxford, Brighton, Manchester, Camberwell, and Birmingham all have Facebook pages. "Because for the smaller houses, or the ones not so familiar with social media, it's difficult for them to run the House and social media at the same time, so we only allow the ones that have a bigger team, or skills suited for social media, to run their own page" (Surcel, 2013).

Raising awareness is one of the main objectives of RMHC in the U.K. Although the organization has been in the U.K. for 23 years, awareness of who the nonprofit is and what it does is low. "Even though people might put money in the box [at the McDonald's counter], the problem is they don't know where their money is going. They know it's a charity, but they don't know what it does" (Surcel, 2013).

The national office offers feedback and training to those who need help with maintaining social media pages. Surcel said that at times, a social media manager might email her content for approval before it is posted to Facebook or Twitter. Whenever this happens, Surcel said she tries to offer advice to either maintain the quality of the content, or suggestions as to how to improve.

As a house manager maintaining a social media presence, Kirk finds the feedback helpful. “I get a lot of positive feedback about my posts from the national office, and that’s nice” (Kirk, 2013).

All three of my interviews indicated that people in the U.K. do not like to be overloaded by social media messages from an organization. Surcel said “If we don’t have stuff to talk about, we won’t just make stuff up. We won’t just fill in the space for the sake of it” (Surcel, 2013). According to Kirk, “To have a successful page you need to keep it on people’s [newsfeeds], but not too much. People don’t like things that are too wordy”. Harries agreed, saying that “If you look at why people switch off social, being bombarded with rubbish is one of the reasons” (Harries, 2013).

Each of my interviewees had differing opinions as to the best way to attract followers to an organization’s page. Surcel likes to allow the numbers to increase organically. She said “We don’t actively ask people to share our page and like us and stuff like that. I’d rather they come there because they want to support us, and because they know about us” (Surcel, 2013). Kirk takes a different approach, using visuals to increase engagement. She uses signs within photos to identify who the charity is and what it does. She gave me one example in which she posted a photo of a boy who had been staying in the hospital for some time, and she took his picture while he was holding a sign that said “Ronald McDonald House of Brighton gave my mum a place to stay while I was in hospital. It would make her happy to get 1000 likes.” Using signs in that way makes sure that even if a photo gets separated from the original page that posted the content, people who view the photo will know who originally posted it.

Harries echoed Li and Bernoff when he said in his interview that social media is as much about listening, and conversing with an audience, as it is about posting updates. “When people feel involved, they’re more likely to participate. When people are asked for their opinion,

they're more likely to go off and talk about the organization" (Harries, 2013). Surcel also said that listening and engaging is important. When she was training some of the house managers to properly manage social media, she said she told them, "The main thing, is you're here to listen as well as promote your House and talk about fundraising. You need to communicate, to talk to your supporters and share their content and make it exciting so they want to be part of this cause" (Surcel, 2013).

Some types of posts are more successful than others, and my interviews revealed that storytelling and images are very successful for RMHC of U.K. Harries said that in his work with one charity, the social media strategy included specific storylines to engage the audience. Both Surcel and Kirk said that images see some of the most engagement on Facebook. Surcel also uses what she referred to as "case studies," corresponding to what Americans would call "testimonials." These case studies would include success stories of families and children going home after a long stay, or perhaps returning to visit and say "thank you." Kirk calls these stories "testimonies," and she uses them in a similar way.

Although the national office does not have an attached House, Surcel communicates effectively with the house managers and social media managers of other Houses to make sure there is enough appropriate content for the national page. "It's a matter of how you manage these content providing relationships. We try to get content from all of them, and not just focus on a particular house. We also get case studies from all the houses" (Surcel, 2013).

There are always challenges with any social media campaign. Some of the Houses have very small staffs. This is why many of the Houses do not have their own social media profiles. A small staff does not necessarily prevent a House from maintaining a social media presence.

Kirk works with one other staff member at the Brighton House, and still is able to manage a Facebook page. However, she often does not have enough time to post content daily.

Through these three interviews, I was able to identify several best practices for nonprofits using social media in the U.K. First, using photos to tell a story is an effective way of engaging an audience. Images are easy to view, like, and share.

Another best practice is to establish a presence using a technology that your target audience is already using. Li and Bernoff suggest considering the people, objectives, strategy, and technology in that order. While Kirk may not have considered the elements in the suggested order, she did consider the appropriate elements. She said that she didn't think the audience she wanted to reach was using Twitter, so she chose a technology that she thinks will help her reach that audience.

Like the chart in the U.S. Findings section, this chart is based on Li and Bernoff's POST method.

People	Objectives	Strategy	Technology
Families	Update, Support	Share photos of success stories	Facebook, Twitter
Volunteers	Thank, Encourage interaction	Share photos of a particular group of volunteers accompanied by a "thank you" message, share photos of success stories	Facebook
Private Donors	Thank, Encourage donations	Share photos of donors' contributions, share photos of success stories	Facebook
Corporate Donors	Thank, Encourage donations	Share photos of donors' contributions, use @ to directly thank donors	Twitter
Potential Donors	Raise awareness,	Share information about	Facebook

	Encourage donations	where the money goes and who receives support, share photos of success stories	
--	---------------------	--	--

Similarities and Differences

The people of the U.S. and the U.K. speak the same language, but there are significant cultural differences to consider. Harries says that it is sometimes necessary to change parts of a brand to translate a message to a different country. “Social is country specific. The language you use, the focus, and the cultural context will be different” (Harries, 2013).

These cultural differences affect the ways in which the U.S. RMHC Chapters and the U.K. Houses approach social media. For instance, the U.S. heavily uses the RMHC mascot, Ronald McDonald, to establish its brand. In the U.K., Ronald McDonald is rarely seen. Surcel said “It’s a cultural thing. Clowns aren’t as popular here as they are in the U.S” (Surcel, 2013).

The U.K. Houses also seem to struggle more with the connection between RMHC and the McDonald’s restaurant chain. RMHC is an independent nonprofit that happens to be the charity of choice for McDonald’s. When many people in the U.K. hear the name “Ronald McDonald House,” they think it does something with cheeseburgers. In the U.S., however, most people have heard of Ronald McDonald House and have some idea as to who the charity is and what it does. Thus, in the U.S., awareness campaigns are more about staying top-of-mind among audience members, and less about educating audience members about the basics of the nonprofit’s services.

Frequency of social media posts and updates is another difference. In the U.S., organizations post to Facebook everyday and Twitter multiple times a day. They want to be seen on the newsfeeds of their audience members, so they create a wealth of content to achieve that

goal. In the U.K., many organizations want to avoid overwhelming their audiences with too many messages. Surcel tries to post something to Facebook and Twitter every day, while Kirk tries to post to Facebook at least twice per week. Harries said that for many of his clients, he suggests posting to Facebook three times per week.

Despite the differences, however, there are similarities as well. Photos comprise some of the most successful content in both the U.S. and the U.K. When I looked at the Facebook pages for the U.S. Chapters, there were many photos, and those photos had a lot of likes. The same can be said for the U.K. Houses. Both the U.S. and the U.K. also focus on establishing an emotional connection with the audience. The people managing each social media page often do this by using a photo that tells a story, or by telling a longer story accompanied by a photo.

The U.S. and the U.K. use similar technology to reach their respective audiences. The U.S. Chapters and U.K. Houses use Facebook to communicate with families and volunteers. The U.S. communicates with corporate donors through Twitter, while the U.K. offices communicate less with corporate donors. Another similarity is that, at each Chapter or House's core, the goals of social media activity are to raise awareness and encourage donations.

Conclusion

While I focused on one nonprofit in particular for this project, the best practices I identified may be applied to any number of organizations. Storytelling is an important element to successful social media engagement, and helps establish an emotional connection between the organization and the audience members. Stories can be told through text, video, or images.

Second, social media posts that feature images are often the most successful. Images are easy for audience members to view, like, and share, which leads them to sharing the content more readily. Images can be used in a variety of ways. An organization could post an image

with a short caption, or an image with a longer story attached, or with information within the photo such as how Kirk uses photos of children holding signs.

Third, a social media presence needs to have a distinct voice. In an organization with many branches, such as RMHC, each unit might have a voice that slightly different from other units, but they are all still part of the same whole. If a nonprofit sounds cold and uninviting, or if the audience is unable to detect the human element behind social media activities, the audience will likely not participate as readily.

Finally, an organization has to be committed to maintaining a social media profile. If the person managing the social media page does not have the time, energy, or training to properly upkeep a page, and the content is not current, the audience will lose interest. It is better to focus on one or two social media platforms, and execute the social media strategy well, rather than to join as many social media platforms as are available and not upkeep any of the profiles.

References

- Cockerill, S. (2013). *Interview: Ronald McDonald House Charities global office.*
- Curtis, L., Edwards, C., Fraser, K. L., Gudelsky, S., Holmquist, J., Thornton, K., & Sweetser, K. D. (2010). *Adoption of social media for public relations by nonprofit organizations*
doi:10.1016/j.pubrev.2009.10.003
- Doyle, L. (2013). *Interview: Ronald McDonald House of Cleveland.*
- Harries, R. (2013). *Interview: Managing Director of Kaizo PR and Digital Communication.*
- Li, C. & Bernoff, J. (2008). *Groundswell: Winning in a world transformed by social technologies.* Boston, Massachusetts: Harvard Business Press.
- Lovejoy, K., Waters, R. D., & Saxton, G. D. (2012). Engaging stakeholders through twitter: How nonprofit organizations are getting more out of 140 characters or less. *Public Relations Review*, 38(2), 313-318. doi:10.1016/j.pubrev.2012.01.005
- Kirk, M. (2013). *Interview: Ronald McDonald House of Brighton*
- Nylander, M. (2013). *Interview: Communication consultant.*
- Ronald McDonald House Charities. (2013). Retrieved April 28, 2013, from <http://www.rmhc.com/>
- Ronald McDonald House Charities of St. Louis. (2013). Retrieved May 22, 2013, from <http://www.rmhcstl.com/>.
- Ronald McDonald House Charities United Kingdom. (2013). Retrieved May 22, 2013, from <http://www.rmhc.org.uk/>.
- Ronald McDonald House of Brighton. (2013). Retrieved May 22, 2013, from http://www.rmhc.org.uk/where/rmhc_houses/brighton.

Ronald McDonald House of Cleveland. (2013). Retrieved May 22, 2013, from

<http://www.rmhcleveland.org/>.

Smitko, K. (2012). Donor engagement through Twitter. *Public Relations Review*, 38(4), 633-635. doi:10.1016/j.pubrev.2012.05.012

Surcel, M. (2013). *Interview: Ronald McDonald House Charities of United Kingdom*

Underhill, K. (2013). *Interview: Ronald McDonald House Charities of St. Louis.*

Waters, R. D., Burnett, E., Lamm, A., & Lucas, J. (2009). Engaging stakeholders through social networking: How nonprofit organizations are using Facebook. *Public Relations Review*, 35(2), 102-106. doi:10.1016/j.pubrev.2009.01.006