national healthy marriage resource center

Branding a Marriage and Relationship Education Program

How-To Guide

April 2011

Table of Contents

Branding a Marriage and Relationship Education Program

I. BACKGROUND

In our society, there are more and more products and services competing for our time and attention. In order to capture the attention of the public and inspire action, service providers must think through the following questions:

> "How do people choose which activities to invest time and money in?"

> "How can the benefits of our service be conveyed to the public?"

> "Why will people decide to take advantage of a specific service?"

For marriage/relationship education (MRE) programs, being able to answer these questions is even more important because the public likely isn't familiar with the types of services being offered. In order to encourage participation in your MRE program it is important to present the services in such a way that they stand out as being: 1) valuable; and 2) from a recognized and respected provider. In other words, programs must create a brand representing services that are well-known, from a trusted source and worthy of participants' time. This How-to Guide is for MRE practitioners who are considering branding, re-branding or co-branding their program. The Guide is to help practitioners understand the importance of capturing the attention of their target audience and describing the quality services provided. It provides an overview of branding and then offers some guidance for the branding process.

II. WHAT IS BRANDING?

Branding is the process of determining who you are as a program, what you stand for and how you want to be perceived in the community—it essentially reflects the "personality" of your program.[1] Your brand should be clearly defined or else others will define it for you.[2] It involves all of the elements that the public will see:

• Logo

• Color scheme

• Design layout

• Typeface

• Image/photo style

• Subtle messages about the program's philosophy

Branding assists in separating one program from another by creating something that is recognizable. "Brands are names assigned to an individual good or

service or to a group of complementary products."[3] The brand identifies the provider of a product and can serve to make it more valuable.[4] A brand represents the promise that you make about your services, your program and your organization; it is the assurance of quality and consistency.

The value placed on a brand is determined using a combination of the following: brand awareness, brand loyalty and brand association.[5] People must be aware of a product in order to consider it for use (called "brand awareness"), and they tend to be more secure and feel there is less risk involved when choosing brands with which they are familiar. Brand loyalty commands a consistent and stable user-base which is not easily swayed by competitors.

Brand association is a positive long-term relationship with consumers. These associations may be built on a character such as the Pillsbury Dough Boy or an inspirational phrase such as Nike's slogan "Just Do It." In both cases, a positive relationship is created between the brand and the target audience that endures over time. Strong brand association also establishes an emotional connection between the product and the end user which can be accomplished using words or images. Hallmark Cards, Inc. has positioned itself as a clear choice with the slogan "When You Care Enough to Send the Very Best." This slogan makes a direct emotional association between the consumer's desire to demonstrate their feelings for the card recipient

and the quality of their product—subtly reminding consumers to choose Hallmark greeting cards rather than cards from another manufacturer.

A brand should have the following qualities:

1. Representative of the product's benefits and quality.

2. Simple to pronounce.

3. Easy to remember; shorter names are best.

4. Unique and distinctive.

5. Legally protected through registration so that others cannot use without your express consent.

Examples of these principles are seen in globally recognized brands listed in BusinessWeek's 100 best global brands of 2009, including Coca-Cola, McDonald's, Google, and Disney.[6] The United Way would be an example of a non-profit entity that has achieved high levels of brand awareness. You will want to consider these points as you develop your brand.

Be mindful that at some point in the future you may want the ability to serve other populations. You may not want to limit yourself with your branding by focusing on one specific target population. Choose branding that will allow your organization to be perceived as having the ability to serve multiple populations. You may also want to ensure that your brand translates into foreign languages (this is particularly important for programs that may target participants from various cultures and provide services in more than one language).

How is branding distinguished from marketing or recruitment?

Branding is the strategy *behind* your program's marketing or recruitment activities. It establishes the standard upon which marketing messages

Branding is the strategy *behind* your program's marketing or recruitment activities. It establishes the standard upon which marketing messages and images are produced and how recruitment is conducted.
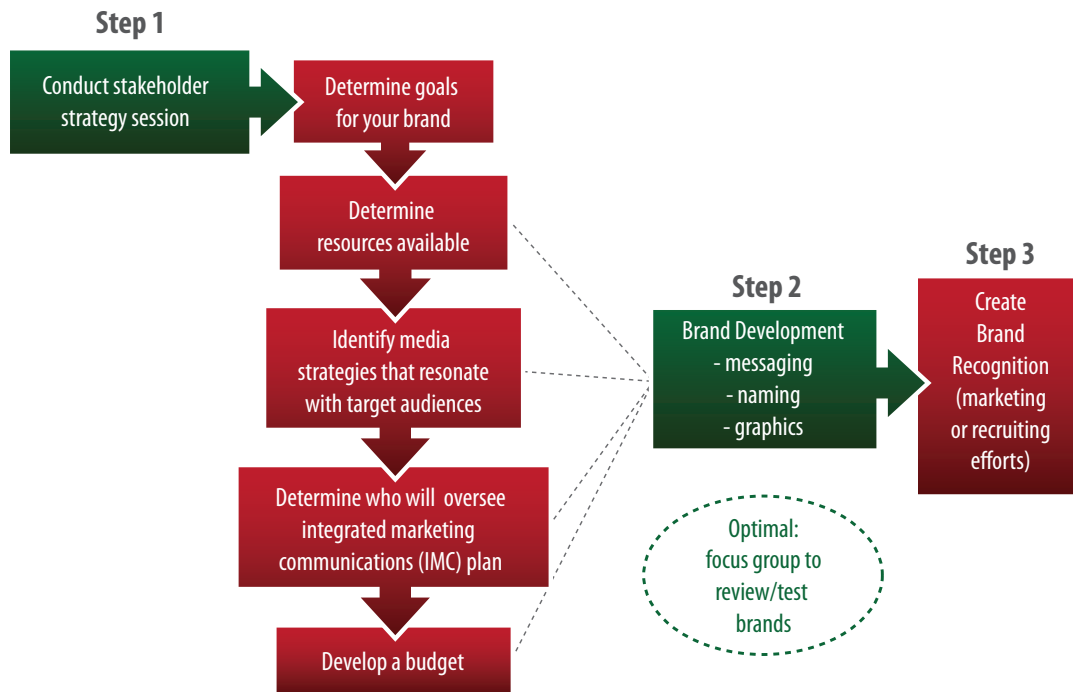
and images are produced and how recruitment is conducted. Your brand establishes the personality of your program and the tone for how you communicate with the public. It is also simple enough for the public to recognize and remember. Marketing, on the other hand, is the specific actions that a program does to communicate the benefits of your service and generate "buzz" in the community. According to the American Marketing Association, "Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large."[7] Marketing efforts may include utilizing media (i.e. television, radio, print, social media, etc.) as well as conducting promotions and organizing events to get the word out about your services. While marketing is getting the word out that your services exist, recruitment is the act of actually getting people to the services. For example, a program may market itself year round, but only recruit before a new MRE workshop begins. Regardless of the strategy that your program implements, marketing

and recruitment activities need to be consistent in that they are based on the branding.

III. THE BRANDING PROCESS

Developing your brand is a process that uncovers who you truly are as an organization, what you want to provide in the community and how you want to provide it. Your goal is to create a brand that builds both a connection and a relationship with customers. Brand loyalty is built as you meet, or better yet exceed, customer expectations. The results of successful brand development and creating brand loyalty can be extraordinary. However, there are some issues to consider before diving in. Part of the process of developing a brand is a commitment from the organization to maintain it. This can be done by creating an integrated marketing communications (IMC) plan that ensures "the coordination and integration of all marketing communication tools, avenues, and sources with a company into a seamless program that maximizes the impact on customers and other stakeholders at a minimal cost."[8] Think of it in terms of being informed and consistent: when the participant comes into contact with your organization or materials representing your organization, he or she experiences the same look, feel, and sound every time. This develops a personality for your brand that allows consumers to develop a stronger relationship with you. An overview of the branding process is provided in Figure 1 (next page).

Figure 1: The Branding Process

Step 1

Conduct stakeholder strategy session → Determine goals for your brand

Determine resources available

Identify media strategies that resonate with target audiences

Determine who will oversee integrated marketing communications (IMC) plan

Develop a budget

Step 2

Brand Development
- messaging
- naming
- graphics

Step 3

Create Brand Recognition (marketing or recruiting efforts)

Optimal: focus group to review/test brands

Step 1: Stakeholder Strategy Sessions

The first step in branding is to gather information from stakeholders. This process includes examining important issues that reveal much about your organization and its members as well as your ability to accomplish your goal. As part of the branding process, you may want to organize a stakeholder strategy session or focus group by bringing together administrators, employees, current and/or potential clients, and referral partners. Set aside a block of several uninterrupted hours at a comfortable location away from your typical work setting (to help limit distractions and to keep the focus on the task at hand). Choose a facilitator, preferably someone with marketing expertise, and a note-taker for the discussion.

It is important for participants to enter the session with an open mind in order to emerge with a realistic and holistic position for your program. However, you may want to supply the attendees with questions or topics for reflection in advance so that they come to the session prepared to contribute. Appendix 1 can be used as a framework to guide discussion with staff and stakeholders as you work to develop a brand for your program.

Topics that you may want stakeholders to reflect upon include:

- ***What are we trying to accomplish with our brand?***
  Do you want to create a brand that is unique to your current program's target audience or a brand that might later expand to reach more

diverse audiences? Is the goal to pursue specific funding streams or to attract potential donors?

- ***Who are we focusing on / targeting with our message?***
  What are the identifiable characteristics of the audience that the program is trying to reach (i.e. culture, age, gender, income/education level, marital status, family composition, etc.)? Thinking specifically about the target audience assists in developing a brand that the audience can relate to visually and verbally. For example, if the message of your branding effort is targeting potential donors, it should include what you provide to the community as well as how your efforts fit with the mission of donor organizations.

- ***What benefits does our product provide?***
  Think through how your program impacts participants. What do participants get out of the program? Do the skills learned apply to relationships outside the couple relationship? Do they transfer into other aspects of life (i.e. family and workplace relationships, etc.)? What does the broader community gain from your program? Identifying the benefits of your program will help shape the message you want to convey with your brand.

- ***What does our message need to convey?***
  Being able to create an emotional connection with the audience through your branding is critical. Think about what the target audience values and finds appealing. Does your message need to focus on better child outcomes, the family, commitment to marriage, etc.? Do you want your message to reflect enhancing an already high-functioning relationship or appeal to couples in distress? What if you have programs for both?

- ***How do we compare to other services and how do we want to be positioned with respect to them?***
  It is important to be aware of other services in the community and to compare how your program is different from others. What is unique about what you offer? Are you associated with a national organization? Do you use a research-based curriculum that has proven impacts? Do you provide services at low/no cost or are you a fee-for-service provider? Perhaps you are part of an organization that can provide support and additional resources to participants beyond MRE (i.e. case management/wrap-around services, incentives, referral assistance, etc.). Or, maybe you don't want to be seen as providing comprehensive services and would rather carve out a specific niche. Do you value being an independent service provider, or do you want to partner with other agencies? Understanding how your program compares with other services and how you want to be positioned is an important part of the branding process.

- ***How are we perceived in the community?*** Is your program known in the community? If you asked members of the community about your program or organization, would they have a

good feeling about who you are and what you provide? Does your program or organization have a "personality" that people can identify with (i.e. are you considered friendly, clinical, family-focused, research-oriented, fun, etc.)? Has your program built a reputation of being trustworthy, genuine, reliable and credible within the community and specifically with your target audience? Can you build upon your reputation, or is this something that needs to be addressed? Are you known for delivering on your promises (i.e. following through and providing quality services)? The likelihood of creating a brand that is believable and that garners support from the target audience decreases dramatically if you have not delivered on past promises. This is important to keep in mind when creating a brand to ensure that you are only promising that which you can consistently deliver.

• **What resources do we have to create our brand?**
Evaluate whether or not you have the talent and expertise within your program or organization to achieve your desired results. If not, should you invest in working with a professional consultant or branding agency? It is important to conduct a cost/benefit analysis between developing a brand "in-house" and contracting with other professionals. Weigh all of the pros and cons

to be sure that you make the best decision. For example, while creating your brand in-house may be less costly than working with an agency, you will want to carefully consider the importance of perception regarding professionalism/quality and the lasting impact this may have on your brand. You may consider working with a university graphic design or industrial design department to allow students the opportunity to create your brand. This would not only benefit your program, but the students involved in creating the brand may benefit from stipends, class credits, and it may be a valuable asset for their resume.

> It is important to understand your target audience, their preference for receiving information and what will encourage them to participate in the program.

• **What methods of promoting our brand will our audience prefer?**
It is important to understand your target audience, their preference for receiving information and what will encourage them to participate in the program. This will help you determine how to best create and promote your brand. For example, does your audience respond to print, radio and/or television advertising? Does your audience respond best to other methods such as social media, public service announcements and community networks? Or perhaps face-to-face contact is the best method for your audience. If so, can your staff dedicate time to promoting your brand to potential participants and recruiting them to your program or should you hire new staff for this purpose?

- ***Who will be responsible for maintaining integrated marketing communications?***
  When developing a brand, it is crucial to have a plan as to what individual or team of individuals will be responsible for seeing the process through to completion and for ensuring that the program's brand is integrated into all communications. This ensures that the community receives a consistent message about your services so brand recognition will develop.

- ***What financial resources will we devote to developing and marketing our brand?***
  Determine how much of the organization's budget will be allocated for initial branding efforts as well as ongoing marketing and promotion of the brand.

Once you have received all of this information, it is recommended that you compile the notes and create a brief and concise report to share with your team prior to developing your brand. This will help guide your branding discussions with your marketing team (if applicable) and the rest of your staff.

Step 2: Brand Development

- ***Make sure your brand communicates the product's benefits.***
  Consumers are not as motivated by features as they are by benefits. If your organization provides education programs to help strengthen families, make this the focus. Although your program might have features such as providing exceptional curriculum in a desirable location with highly skilled facilitators, participants may be more motivated by the benefit of strengthening their families. If the ultimate goal of education is to improve the outcome of the entire family, say so very clearly in both graphics and in your text.

The University of Central Florida's Marriage & Family Research Institute's current focus is on the *Together Project*. The name of the project implies action in that activities will be accomplished as a couple—together. The project's promotional materials ask couples if they want to build or maintain a happy marriage and mention the project's benefits to the couple like learning to have fun as a family, managing stress, resolving conflict and talking to each other.

- ***Make it easy to pronounce, recognize, and re-member; selecting a shorter name may help.***
  A Wisconsin MRE program chose to name and brand the program using the website name: *thinkmarriage.org*. This name is recognizable and easy to remember on its own. The program also added the tag line "prepare. protect. pass it on." which is equally straightforward and further conveys the mission and purpose of the services.

- ***Create a logo that is simple, but unique enough to stand out.***
  Consider McDonald's golden arches; ideally, a person could see only the logo and instantly think of your organization. Be sure your logo will reproduce easily in any size; details can get lost when the logo is very small. Develop both color and black & white versions of your logo.

The El Paso Healthy Marriages Project logo is simple and reproducible in any size.

- *Create a tag line.*
  The development of a tag line or slogan assists in developing the brand identity and the positive associations that it carries.

  Operation Us of Springfield, MO, is a marriage education program that found its original name for services was not resonating with its audience, particularly men. The program knew that in order to reach its target population it would have to learn about the community, identify what was important to the population, and use messaging that would attract their target audience. In order to do this, they looked closely at their target population. The majority of the population live in rural areas, and country music is a big part of the local culture. The program wanted something that would appeal to the rural population they wanted to serve. Thus, the program added the tag line "Relationship Tools for Good Ol' Boys" to some of their marketing pieces (see Appendix 2).

- *Create graphics that the audience can relate to.*
  If your target audience is young mothers, any photos used should be of young women with children. The audience should be able to identify with the images, typeface and tone of your message (i.e. are you accounting for cultural nuances and education levels of your community?).

  First Things First has a program titled *Boot Camp for New Dads* specifically for men. This flyer illustrates how to brand your program in a way that speaks to your target audience (see Appendix 3).

- *Consider the cultural implications*.
  If your program is to be offered in multiple languages, choose a name that translates easily and/or has a similar "catchy" meaning in the other languages. Many words do not translate simply and it is easier to address this in your initial branding than to overcome it at a later date.

  The Chicago MRE program *Family Bridges* chose the translation, *Lazos de Familia* to represent the program in Spanish. Although this is not a literal translation of the English name, it conveys the same idea of the interconnectedness of the family.

- *Develop a style guide outlining how all of the components of your brand should be used*.
  All of your materials should reflect your brand. This should include approved colors (usually specified by Pantone Matching System color number or web Hex number) to be used in your logo and other printed and/or web materials. It should also specify when and how approved versions of your logo and/or design elements may be used. It may include design templates for printed materials such as newsletters, business cards or flyers. If you use an advertising agency, public relations agency, or other group, they will also utilize the style guide.

Step 3: Creating Brand Recognition/Promoting Your Brand

Brand recognition is created when the public recognizes the "messaging" produced by your program and makes an association between the program's "look" and the services provided. Brand recognition is achieved over time using a combination

of marketing and communication components with a goal of developing strong relationships within your community with other organizations as well as with individuals who may access services. Strategic marketing efforts are needed to create brand recognition and may include:

- *Utilize media*.
  Media to reach the masses, such as TV, radio or billboard, frequently are very expensive. Direct marketing such as postcards sent through the mail may be less expensive. Face-to-face contact or email may be even lower in cost but they reach a smaller audience. Often, it is best not to put the entire budget toward just one medium. The person(s) responsible for your marketing will need to determine an appropriate mix of media to best promote and reinforce your brand.

- *Create a website*.
  A website that is consistent with the program's branding provides an opportunity for the community to learn more about your program on their own time (see Appendix 4). You should include relevant information like couple comments, upcoming event schedules, interesting articles pertaining to your subject, photos of your facilities, and a mechanism for interested couples to contact you. All of your website graphics and language should be consistent with your branding. Keep in mind the ability to access information through the web anonymously may be more desirable than meeting with a recruitment specialist in-person.

> When creating brand recognition it is imperative for your program/organization to be committed to your brand long-term.

- ***Develop relationships with other organizations to become or remain a consistent presence in the community.***
  An emotional connection with the people behind the brand can often be the first step in building a brand relationship with your community. A dedicated staff of recruiters who are easily and consistently recognized within your community can serve as the face of your organization. Choosing the right individuals to fill these positions and retaining them in these positions can significantly impact your brand. Consistent personnel are no less important than using a consistent logo. These personnel should attend community events and resource fairs; speak about the program to congregations, social service agencies and civic groups; collaborate with schools to reach parents and teachers; and disseminate/post program promotional materials in high-traffic areas for the target population like waiting rooms, churches, grocery stores, and community bulletin boards among others.

When creating brand recognition it is imperative for your program/organization to be committed to your brand long-term. You may tire of using the same logo, color scheme and graphics, but maintaining a certain "look" over time is how your target audience will recognize your program and become aware of what you do.

IV. WHAT IS RE-BRANDING?

Over time an MRE program may find that it is necessary to modify or change its look and feel—or "re-brand" the program. Re-branding may take place for a number of reasons including the redirection of the scope and/or focus of the program. For example, an MRE program may target a particular population while operating under a specific, time-limited, funding stream. When the funding stream has ended, a

program may decide to serve a different population or expand its reach. This might require the program to take on a different look to reflect the new focus and attract the desired population.

Essentially, think like you are moving through the branding process again when the decision or need to re-brand arises. This is an opportunity to make sweeping changes or minor adjustments based on what lessons you have learned, changes in the marketplace, or differences in your program's mission and focus. What is important to remember, however, is that some of the key elements of your original brand should be maintained so that the new look, or brand, is not so different that the program or organization becomes unrecognizable.

Re-branding is an important consideration for programs when initially developing a brand. For instance, an MRE program brand targeted solely to single fathers may be difficult to expand to include women, youth, couples, etc. Ask this question: will positioning our program's brand with a preference to one audience preclude the program from being considered by other audiences in the future?

V. WHAT IS CO-BRANDING?

Co-branding is using the brand names of two different organizations on one product. As stated previously, a brand may serve to assist users in determining the quality of a particular product simply by virtue of the quality associated with the brand. Some MRE programs may be part of an organization that already has a long standing, reputable relationship with the community. These programs may find that co-branding is advantageous because

Example of Re-branding

Original Brand

New Brand

the public already makes positive associations about the services provided by the organization. Your program can gain credibility when co-branded with another organization such as a parenting program or hospital in the community. For example, the *VOW Healthy Marriage Education Initiative of Wellness Pointe* provides services in and around Longview, Texas. While the VOW program serves a specific geographic area of the state, it co-brands some materials with *Twogether in Texas*. *Twogether in Texas* is a statewide initiative lead by the Texas Health and Human Services Commission to provide free marriage education to couples planning to marry in the state of Texas. An example of some of VOW's co-branded materials is provided as Appendix 5. Care should be taken when co-branding to ensure that a complementary and compatible relationship exists between the two programs and that neither brand loses its identity. Choose an organization to co-brand with carefully as a lack of success for one brand may reflect poorly on the other.

Next you must stand out from all of the "noise" and emerge as the provider of choice—which is the ultimate goal of branding. Once participants decide to become involved in your program, motivate them to continually participate by delivering on your promise and exceeding their expectations. Create a culture that embraces developing a relationship with participants by hiring the right people and rewarding behaviors that support your mission. Finally, be constantly mindful that branding is like any other relationship: it takes commitment, communication, trust and ongoing effort.

The branding of a program is not a one-time decision made by senior level leadership, but rather a constant commitment from every member of your organization to live up to your program's promise. When done well, branding can help to attract participants and improve the success of future endeavors. The branding effort is an investment with tremendous rewards.

CONCLUSION

Branding is an effort which must be approached methodically and strategically and with careful consideration to your resources, objectives, program mission and sustainability goals. Branding captures participants' attention as well as distinguishes your program from other service providers in the community. The credibility you need may be derived from something as simple as the style of your communication regarding your brand. Your first challenge may often be to create awareness of your program and the unique benefits it provides.

Appendix 1: Focus Group Tool

Goal(s) of branding services	Yes	No	Perhaps in the Future
Recruit participants			
Create broader community awareness			
Attract potential donors / funding sources			
Other goal(s)_____			

Who are we targeting?	Yes	No	Perhaps in the Future
Couples (married)			
Couples (un-married)			
Engaged couples			
Couples in high-functioning relationships (for enrichment)			
Couples in need of assistance (troubled relationships)			
Singles			
Youth			
Men (Single, Fathers)			
Families (traditional)			
Families (untraditional, such as Stepfamilies)			
Donors, Foundations, Other funders			
Pregnant couples			
Other population(s)_____			

What is unique about our services compared with other services in the community?			
Are we well-known within the community?			
When people see our organization/program do they associate it with quality?			
Do we have credibility with our target population?			
Are we considered trustworthy, genuine and reliable?			
Has our organization/program developed a personality?			
• Is our personality something we can build on?			
• Do we need to address any negative attributes of our organization's/program's personality?			
Are we perceived as making a positive contribution in the community?			

Should we co-brand?	Yes	No	Not Sure
Is it beneficial to associate our program/services with another organization?			
• Does the other organization have longevity in the community?			
• Is it a trusted organization?			
• Do we share common goals/targets/community relationships?			
Would it be beneficial to separate our program/services from an existing organization?			

Focus of the brand	Yes	No	Not Sure
Do we want to create a unique brand for one specific project/service/population?			
Do we want to create a brand that can be extended to serve a more diverse population?			

Resources available	Yes	No	Not Sure
Will current employees be involved in the branding process?			
Do we have sufficient funding to develop a brand?			
Should we work with a branding consultant/agency?			
• What is the cost/benefit analysis of using an outside resource?			

Outreach needed	Yes	No	Not Sure
Do we know how many people we want to reach and in what time frame?			
Can the following recruitment methods be used effectively/ efficiently within our budget/program constraints?			
• Media			
• Referral Agencies			
• Direct Mail			
• Social Media (Facebook, Twitter, YouTube, etc.)			
Do we know which forms of media work best for our target?			
• Television			
• Radio			
• Newspaper			
• Billboards			
• Direct mail			
• Flyers/Posters			
• Others _____			

Have we determined who will be responsible for creating the brand? Person/team responsible_____			
Have we determined who will be in charge of maintaining the brand and integration/coordination of all communications using the brand? Person/team responsible_____			

Message design	Yes	No	Not Sure
Is our message graphically appealing to our target audience?			
• Do the graphic images reflect the appropriate age, racial, ethnic, and gender demographic of our audience?			
• Can the message be adapted into other languages (if needed)?			
• Are things written at an appropriate educational level?			
• Have cultural nuances been taken into consideration (can the audience relate to the message)?			

Appendix 2: Sample Tagline
Relationship Tools For Good 'Ol Boys
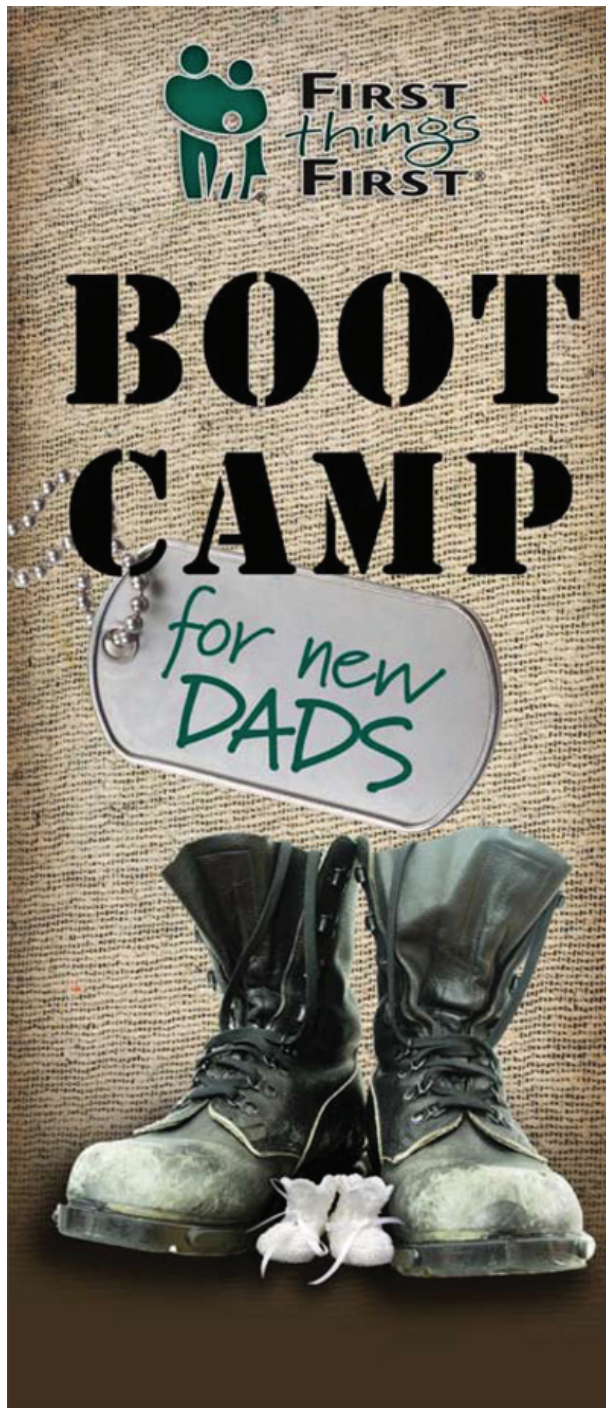
BOOT CAMP FOR NEW DADS
is a program in which veterans (new fathers who bring along their two month old babies) orient rookies (fathers-to-be) on the realities of fatherhood.

**THIS IS A GUY THING.
NO WOMEN OVER TWO FEET TALL
ALLOWED!**

What we talk about:

caring for babies, particularly when they are crying

caring for new moms, particularly when they are crying

working your regular 60 hour work week on no sleep

financing a family

following a constant barrage of conflicting advice

mothers-in-law

dropping a diaper into a trash can at 40 feet

This is a great time to become a father. The notion that men are clumsy and ignorant about infants and that their care is best left to moms has crumbled under the weight of many examples of dads doing this job and doing it well.

We men clearly bring our own unique strengths and creativity to caring for our children. We have also learned that we do not get involved instead of mom, but rather in addition to mom, to the great benefit of our children.

For more information
call First Things First at
423-267-5383 or log on to
www.firstthings.org

Appendix 4: Sample Website

www.marriageforkeeps-ks.org

Appendix 5: Sample Co-branded Product

References

[1]   Klein, K. (2008). A Practical Guide to Branding. Bloomberg Business Week. Retrieved on April 2, 2010 from http://www.businessweek.com/smallbiz/content/jun2008/sb2008069_694225.htm.

[2]   Klein, K. (2008). A Practical Guide to Branding. Bloomberg Business Week. Retrieved on April 2, 2010 from http://www.businessweek.com/smallbiz/content/jun2008/sb2008069_694225.htm.

[3]   Armstrong, G., and Kotler, P. (2011). Marketing: An Introduction (pp. 215). Upper Saddle River, N.J.: Prentice Hall.

[4]   Armstrong, G., and Kotler, P. (2011). Marketing: An Introduction (pp. 230-231). Upper Saddle River, N.J.: Prentice Hall.

[5]   Pride, W. M., and Ferrell, O. C. (2010). Marketing (pp. 331). Canada: South-Western Cengage Learning.

[6]   Special Report: 100 Best Global Brands. BusinessWeek, September 28, 2009, Issue 4148, p50-56. Online at http://www.businessweek.com/magazine/toc/09_39/B4148brands.htm?chan=magazine+channel_top+stories.

[7]   American Marketing Association. Retrieved March 1, 2010 from http://www.marketingpower.com/aboutama.

[8]   Clow, K.E., and Baack, D. (2010). Integrated Advertising, Promotion, and Marketing Communications (pp.8). Upper Saddle River, N.J.,: Prentice Hall.

[9]   University of Central Florida's Marriage & Family Research Institute. Retrieved March 7, 2010 from http://education.ucf.edu/mfri/tp/Together_Project/Home/Entries/2008/12/23_A_Together_Project_Holiday_Celebration.html.