

Crawl, Walk, Run, Fly: Assessing Your Agency Social Media Maturity of Practice

Beth Kanter November, 2014

Beth Kanter: Master Trainer, Author, and Blogger



http://bethkanter.wikispaces.com/knight-nj

Raise Your Hand If Your Strategy Goal Is



Is your arts agency using any of these social media platforms?















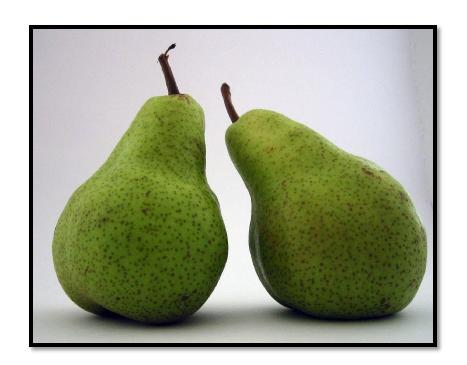


What's your job responsibility with social media?

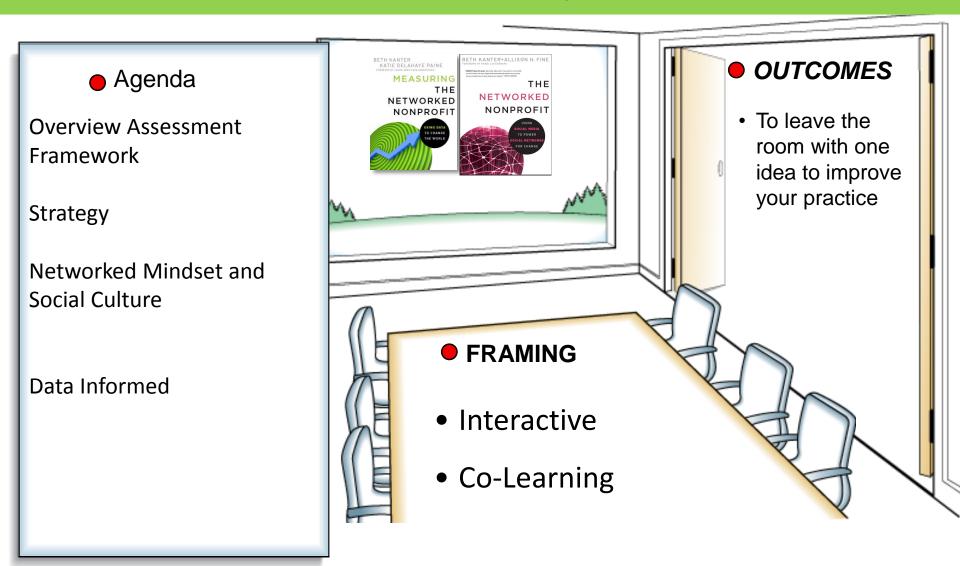
- Develop social media strategy
- Implement social media strategy
- Both



What is your burning question?



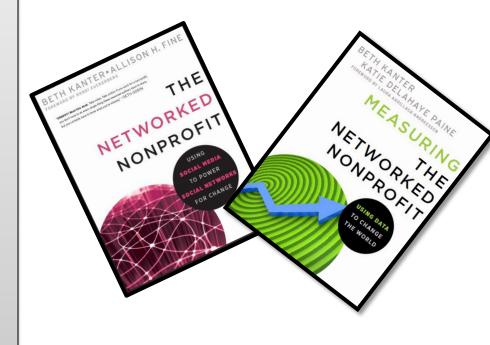
Assessing Your Agency: Social Media Maturity of Practice



Networked Nonprofits

Simple, agile, and transparent organizations and leaders. They are experts at using networks, data, and learning strategically to make the world a better

place.



If you can't fly then run, if you can't run then walk, if you can't walk then crawl, but whatever you do you have to keep moving forward."



Maturity of Practice

Maturity of Practice: Where is Your Organization?

CRAWL

WALK

RUN

FLY









Marketing Strategy Development

Culture Change

Linking Social with Results and Networks

Pilot: Focus one program or channel with measurement

Incremental Capacity

Ladder of Engagement

Content Strategy

Best Practices

Measurement and learning in all above

Network Building

Many champions and free agents work for you

Multi-Channel Engagement, Content, and Measurement

Reflection and Continuous Improvement

Where is your agency now?

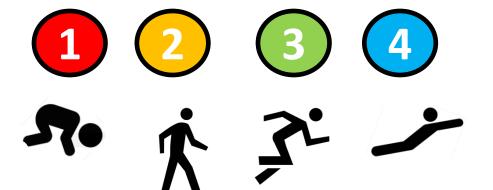
Where is your agency now? What does that look like? What do you need to get to the next level?



Maturity of Practice: Crawl-Walk-Run-Fly

Categories	Practices			
CULTURE	Networked Mindset			
COLIONE				
	Institutional Support			
CAPACITY	Staffing			
	Strategy			
MEASUREMENT	Analysis			
	Tools			
	Adjustment			
LISTENING	Brand Monitoring			
	Influencer Research			
ENGAGEMENT	Ladder of Engagement			
CONTENT	Integration/Optimization			
NETWORK	Influencer Engagement			
	Relationship Mapping			





Survey Response: Integrated Social Media Strategy



 Consideration of communications strategy with SMART objectives and audiences and strategies for branding and web presence. Social Media is not fully aligned.



 Strategic plan with SMART objectives and audiences for branding and web presence, include strategy points to align social media for one or two social media channels.



 Strategic plan with SMART objectives and audience definition. Includes integrated content, engagement strategy, and informal champions/influencer program and working with aligned partners. Uses more than two social media channels.



Strategic plan with SMART objectives and audience definition. Includes integrated content, engagement strategy, and formal champions (Internal/external) influencer program and working with aligned partners.
 Use
 s more than three social media channels. Formal process for testing and adopting social media channels.

SMARTER SOCIAL MEDIA: POST FRAMEWORK



Flickr Photo: graceinhim

POST APPLIED: MENTALHEALTH.GOV



COMMUNICATION STRATEGY - Summer 2013

Contents	
Guiding Communication Plan	1
Communication Platforms	3
Social Listening	
Guidelines for Engaging and Connecting	4
Measuring Success	5
Communications Schedule: Posting and Monitoring	6
Communications Schedule: Promotion of Partner-Sponsored Events	7
Staffing and Implementation	7
Next Steps	8

Guiding Communication Plan

MentalHealth.gov is a consumer-oriented website with the grounding principle of providing mental health information and resources. The site also supports the national dialogue on mental health, a White House initiative aimed to increase understanding about mental health and how it affects youth.

The website operates under a representational, federated governance structure that encompasses federal departments and agencies involved in mental health services. Agencies that contributed initial website content include SAMHSA, NIH and CDC. MentalHealth.gov will refer to other agencies for additional resources and information in the future.

The website is committed to meeting and exceeding all applicable legal, ethical, accessibility, privacy, records retention, and security standards. In order to ensure that all information is accessible, our communications tools and materials must be compliant with Section 508 of the Rehabilitation Act.

The following communications strategy serves as an initial planning tool, and will be adjusted over time to accommodate the needs of the website's partners, stakeholders and audience.

Who is MentalHealth.gov trying to reach?

Our core audience includes youth, educators/people who work with young people, and family members. Through partnerships with Federal and non-Federal Partners, the site provides information and access to mental health expertise and services.



What are we trying to accomplish?

Our mission and core messages guide our communications approach, and help us to meet the needs of our core audience.

MISSION

- Help parents, young people and those who work with young people identify and talkabout mental health challenges
- · Assist people in finding help when needed
- Connect people with local conversations about mental health
 Serve as the primary point of reference for Federal social media outreach and engagement activities on these topics.



CORE MESSAGES

- I. It's okay to talk about mental health.
- 2 Help is available and effective.
- 3. Get help if you need it.
- 4. If you know someone is struggling, help them get



What tools should we use?

We will leverage a variety of traditional and social media tools to communicate our core messages to the core audience.

Through various communication platforms, we will promote key content such as:

- National dialogue and related events
- Resources on mental health
- Resources for specific audiences
- Definitions and descriptions of disorders
- Facts on mental health
- Local organizations that can help communities and individuals access services, treatment and support

STRATEGY

How do we effectively communicate with our audience?

unanticipated events to ensure the website and social media properties are up-to-date and accurate.

- Coordinate on a regular basis with Federal Partners (via the Editorial Board).
- Listen to the conversations occurring in social media about mental health to ensure information meets the

needs of our core audience.

- Amplify the messages of national dialogue partners and related "Community Conversations" to make the biggest impact possible from our collective efforts.
- Connect people to local resources either to start a conversation about mental health or find help for themselves or someone they care for.
- Innovate in our use of social media so we continually test and evaluate the effectiveness of our approach.

. Plan communication strategies for both expected and

Communication Platforms

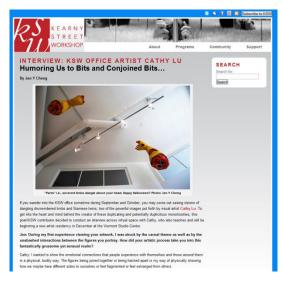
We will utilize the standard ASPA Digital Communications Division approved social media platforms to communicate our core messages, as well as promote key content and events. We will also utilize traditional media to further communicate our messages to the core audience as well as news media.

We will continually monitor new technologies for further reaching our audiences, which may include using new social media platforms or traditional media techniques.

The following table reflects the ASPA-run social media and traditional media channels. This does not reflect our partners' social media platforms, which will be used to amplify core messages, and promote "Community Conversations" and other locally-based events.

COMMUNICATION CHANNEL	PURPOSE					
	Help Identify Mental Health Problems	Talk about Mental Health	Find Help if You Need It	National Dialogue Related Events	Local Organizations Available to Communities	
		SOCIAL M	EDIA			
Website www.mentalhealth.gov	x	x	x	х	x	
GovDelivery	x	x		x	x	
Twitter www.twitter.com/mentalhealthgov	×	x	x	х	x	
Facebook www.facebook.com/ment.alhe.alth.gov	x	x	x	x	X	
YouTube www.youtube.com/playlist7feature-edit. ok&list-PLr17EBKAB21GOyx, HDS q mwfrq BLTHXgg	×	х	х		х	
Treatment Locator services locator mental health gov			x			
Storify www.storify.com/mentalhe.alth.gov	x	х		x	х	
	TH	RADITIONA	L MEDIA			
OS Blogs/Op-Eds	x			х		
OS Press Releases/Statements	x	х		x		
Broadcast/Print/Radio	x	x	x	x	x	

POST APPLIED: ARTS NONPROFIT





PEOPLE: Artists and people in their neighborhood

OBJECTIVES:

Increase **engagement** by 2 comments per post by FY 2014 Content analysis of conversations: Does it make the organization more accessible?

Increase **enrollment** in classes and attendance at events by 5% by FY 2014

10% students /attenders say they heard about us through Facebook, Instagram, or Twitter

STRATEGY

Show the human face of artists, remove the mystique, get audience to share their favorites, connect with other organizations.

TOOLS

Focused on Facebook, Twitter, and Instagram to use best practices and align engagement/content with other channels which includes flyers, emails, and web site.

POST: PEOPLE - KNOW YOUR AUDIENCE

- Who are they?
- What social channels do they use?
- What are info are they currently seeking?
- What are they sharing on social channels?
- What influences their attitudes?
- What influences their decisions?
- What's important to them?
- What do they care about?
- What makes them act?

POST: DEFINE YOUR AUDIENCE

CONSUMERS

- Arts Attenders
- Arts Donors
- Arts Advocates

INFLUENCERS

- Policy makers
- Journalists
- Civic/Biz Leaders

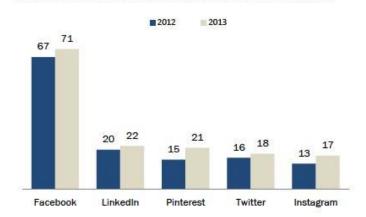
ORGANIZATIONS

- Grantees
- Arts Nonprofits
- Artists

Consumers: The Landscape of Social Media Users in the US

Social media sites, 2012-2013

% of online adults who use the following social media websites, by year



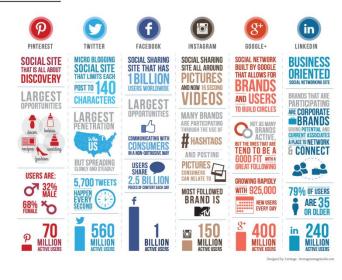
Pew Research Center's Internet Project Tracking Surveys, 2012-2013. 2013 data collected August 07 - September 16, 2013. N=1,445 internet users ages 18+. Interviews were conducted in English and Spanish and on landline and cell phones. The margin of error for results based on all internet users is +/- 2.9 percentage points.

PEW RESEARCH CENTER

The Landscape of Social Media Users

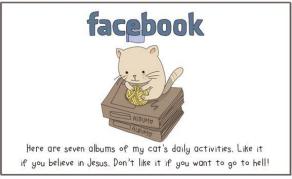
% of internet users who	The service is especially appealing to	
67%	Adults ages 18-29, women	
67	Women, adults ages 18-29	
16	Adults ages 18-29, African-Americans, urban residents	
15	Women, adults under 50, whites, those with some college education	
13	Adults ages 18-29, African-Americans, Latinos, women, urban residents	
6	Adults ages 18-29	
	users who 67% 67 16 15	

Source: Pew Research Center's Internet & American Life Project Post-Election Survey, November 14 — December 09, 2012. N=1,802 internet users. Interviews were conducted in English and Spanish and on landline and cell phones. Margin of error is +/- 2.6 percentage points for results based on internet users. Facebook figures are based on Pew Research Center's Internet & American Life Project Omnibus Survey, December 13-16, 2012. Margin of error for Facebook data is +/- 2.9 percentage points for results based on internet users (n=860).



A More Fun Way To Think About Social Channels

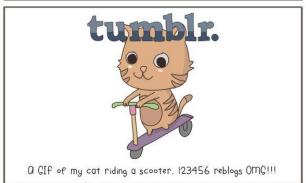
State of the Internet: COTS! COOTTTS!!!!COTSSSS!!!!!!!









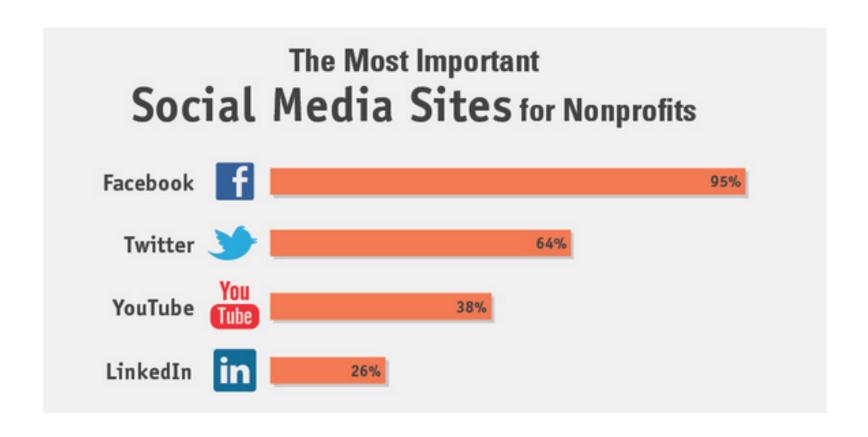






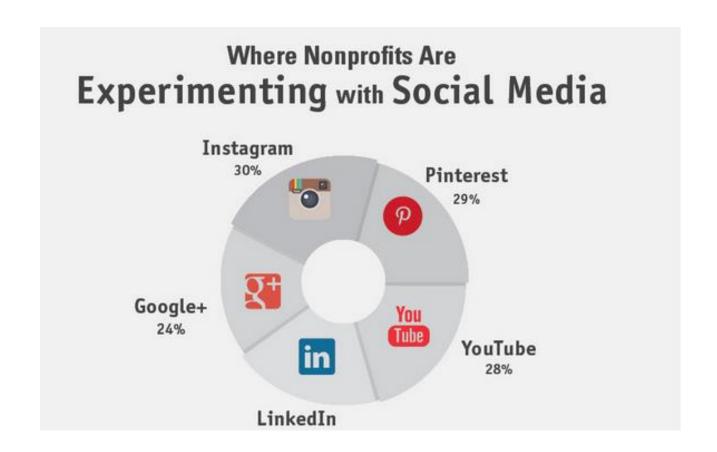
accordingtodevin.tumblr.com

Nonprofits Use of Social Media



Source: Nonprofit Marketing Guide

Nonprofits Use of Social Media

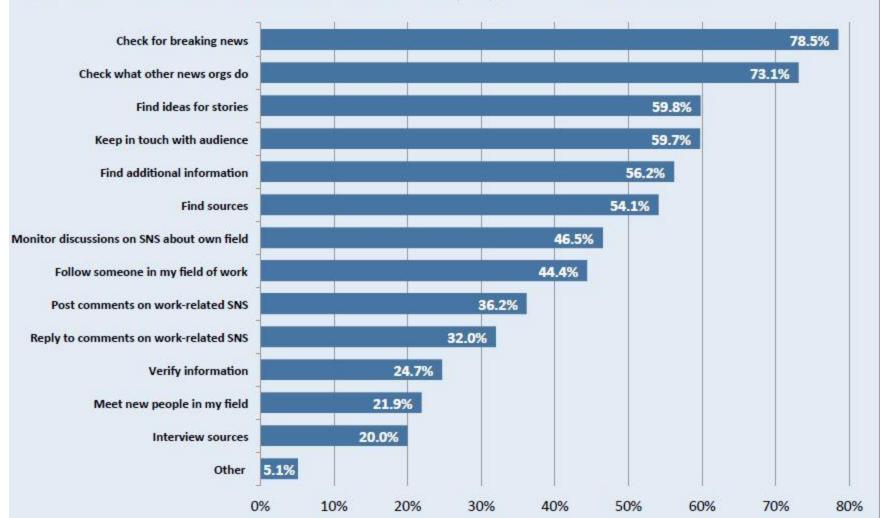


Source: Nonprofit Marketing Guide

Influencers: Journalists



PERCENTAGE OF JOURNALISTS WHO USE SOCIAL MEDIA (SNS) "REGULARLY" FOR ACTIVITY



Source Washington Post

Summarize Your Insights: Use Personas



RESEARCH

- Analytics
- Audience Data
- Survey
- Interviews

PERSONA

- Name
- Define Needs
- Segment
- Create

Share Pair: Social Media Strategy



- What is your biggest challenge developing or executing an integrated social media strategy?
- What is one insight or success story that your agency has gained from its social media strategy?
- What's one small step you can take to improve results?

Networked Mindset: A Leadership Style



- Leadership through active social participation as personal brand to support organizational goals
- Listening and cultivating organizational and professional networks to achieve the impact
- Sharing control of decision-making
- Communicating through a network model, rather than a broadcast model
- Openness, transparency, decentralized decisionmaking, and collective action.
- Being Data Informed, learning from failure



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How to Give

Professional Advisors

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About Us

Regional Water Management Foundation



WORKSHOPS

NEWS & EVENTS



Intro to Finding Funders (with Foundation Directory Online) - Sept.

A free regulary offered session on using our

grants database to find funders...

Tell Your Story Using Video »

Get a Flip Video camera and learn how to start using it to promote your nonprofit...

All Workshops »

WHAT'S HAPPENING



Engaging Youth

What do you give a kid who has few opportunities for constructive afterschool activities? Tools and the freedom to design cool projects!

Read about a teen-led success story in Watsonville





Four Rydell Visual Arts Fellows profiled along with Jack Walsh, project director. Each artist



CONNECT ON FACEBOOK

We're out there connecting! Friday, September 07, 2012 17:14:12

View all posts »



735 likes • 102 talking about this • 185 were here

Charity Organization · Estate Planning · Education Helping people do good in Santa Cruz County and beyond! www.cfscc.org, Enews: www.cfscc.org/emailnews.











About - Suggest an Edit

Photos

Likes

Subscribe

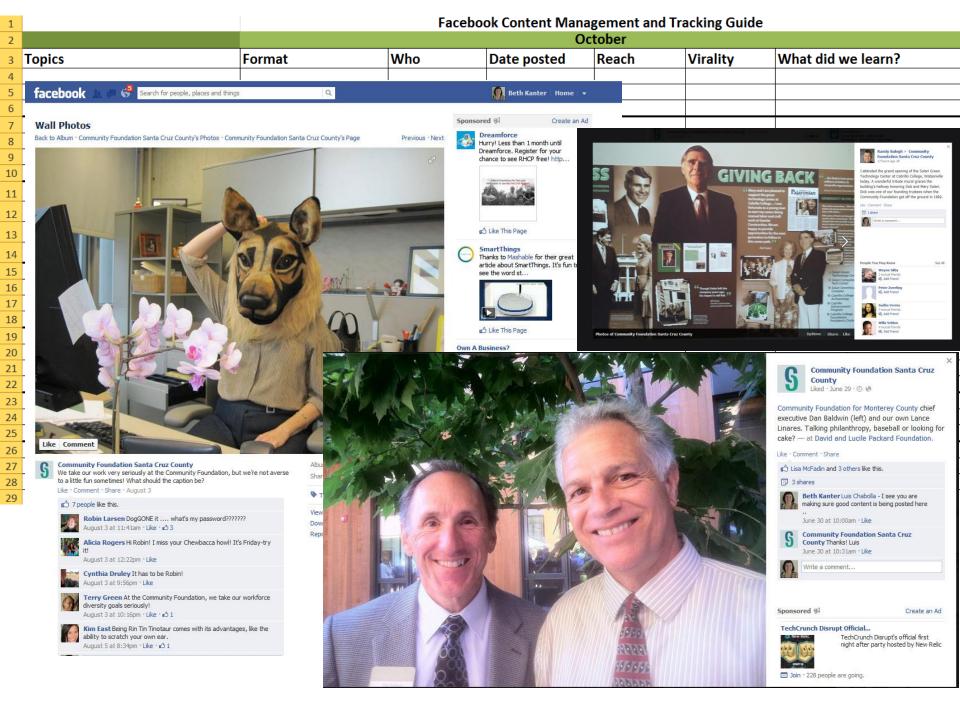
Events

COMMUNITY FOUNDATION

Social Media Policy

- Encouragement and support
- Why policy is needed
 - Cases when it will be used, distributed
 - Oversight, notifications, and legal implications
- Guidelines
 - Identity and transparency
 - Responsibility
 - Confidentiality
 - Judgment and common sense

- Best practices for personal use in service of organization as Champion
 - Brand
 - Voice
 - Links to Org Strategy
- Dos and Don'ts for Personal Use from Legal
- Additional resources
 - Training
 - Operational Guidelines
 - Escalation





Philanthropy 831 is our blog about the people and organizations invested in the future of Santa Cruz County. Join the conversation!

Blogging 101

Posted by: Lance Linares on 3/8/2013

Some of you've asked me about my forays into the blog-o-sphere.



I have to say I was apprehensive at first.

Not because I'm a perfectionist, but because I wanted to make it worth the time.

With help from Luis, our communications officer, I've come up with a system that works.

The key is to spend more energy on what I want to share with you and less time laboring over the words and the editing.

My reasons are simple:

- I'm a convert. I understand people don't read like they used to, especially online. We tend to scan blogs, often while doing other things. Blogs are more like one panel comic strips than short stories or novels.
- Blogs are a good way to connect and generate traffic.
- I'm willing to ask for help and trust the advice. Here at work, I know Luis understands my intent and style.

I FIND IDEAS EVERYWHERE

From colleagues, family, from things I hear, see or do. I've gotten past thinking it needs to be perfect or profound.

RSS Feeds

Categories

- > Our CEO's Blog
- > Macal Philanthropy
- >
 About Nonprofits
- > About
 Communications
- > Philanthropy Connect

Bloggers

- > Mance Linares
- > M Christina Cuevas
- > Nandy Balogh
- > Mac Luis Chabolla
- > M Kim East
- > Na Robin Larsen
- > M Gretchen Ellis

Bloggers



Lance Linares @LanceLinares

@HuffPostImpact

Read neighbor @emmettcarson pointed observations-devil in the details Rethinking Collective Impact huff.to/R3o9NQ via

Leadership Conversations

Expand

column.... Expand

Phil Buchanan @philCEP

Hide conversation

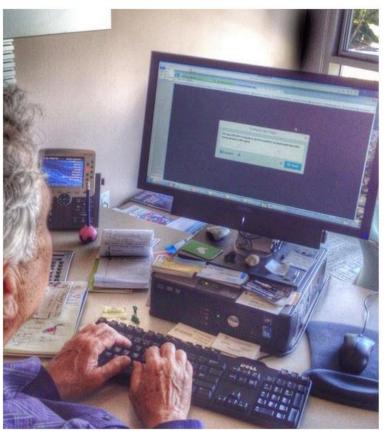
2:54 PM - 28 Mar 13 · Details





Our CEO @LanceLinares doesn't need prompting anymore. He's tweeting to connect. @farra @kanter pic.twitter.com/D0KlnKP6oS











Luis Chabolla

@cfluis FOLLOWS YOU

Communications guy at Community Foundation Santa Cruz County and another Chicano who loves James Joyce. Tweets are my own.

Santa Cruz CA 95062 - cfscc.org



Community Foundation Santa Cruz County

Home



We provide resources for people to do good.

We're your local community foundation in Santa Cruz County, California.

We have total assets over \$78 million and annually award over \$8.2 million... see more

How You're Connected



- 2 first-degree connections
- 16 second-degree connections
- 21 Employees on LinkedIn

See all >



Kim East

Communications Associate at Community Foundation Santa Cruz County

San Francisco Bay Area | Philanthropy

Previous Fresno Unified School District, Saltwater Inc. / National Marine

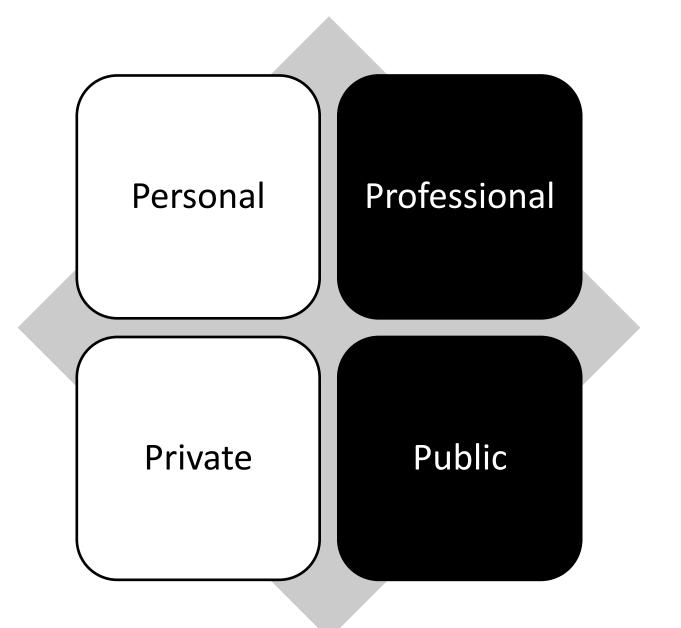
Fisheries Service

Education California State University-Fresno

Send a message

234 connections

Identity and Boundaries Before Social Media



Social Media: Worlds Collide

Personal

Professional

Private

Public

Not Working

Working

What Kind of Social Animal Are You?



Turtle

- Profile locked down
- Share content with family and personal friends
- Little benefit to your organization/professional



Jelly Fish

- Profile open to all
- Share content & engage frequently with little censoring
- Potential decrease in respect



Chameleon

- Profile open or curated connections
- Content/Engagement Strategy: Purpose, Persona, Tone
- Increased thought leadership for you and your organization

Ways To Engage: What Is Right Fit?



- Amplifier
- Responder
- Conversationalist
- Content Curator



Arkansas Advocates for Children and Families Rich Huddleston



4 271 x ···

ACLU of New Jersey and Udi Ofer



Helen Clark and UNDP



Responder



Conversationalist







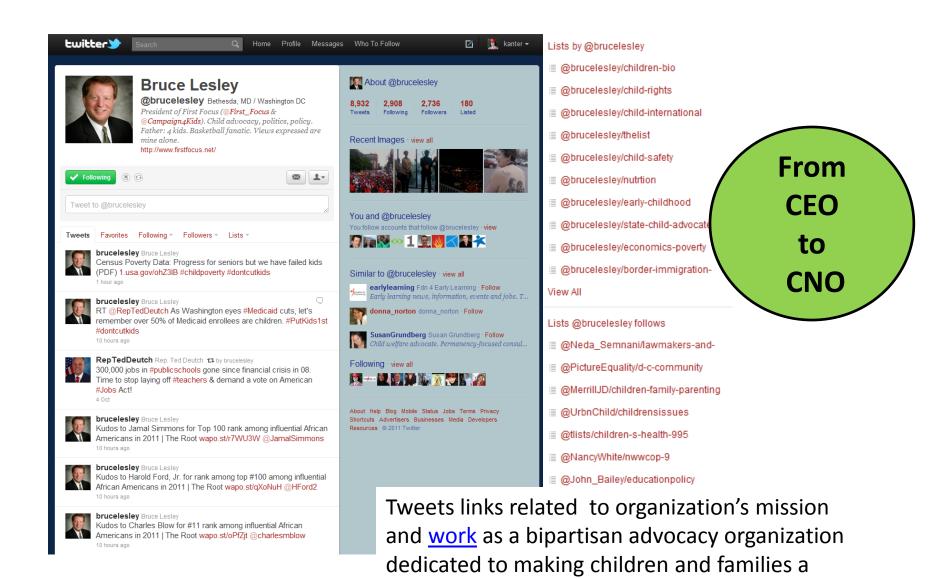
12:45 PM - 29 Apr 2014



Open and accessible to the world and building relationships

Making interests, hobbies, passions visible creates authenticity

Content Curation – Organizational Strategy



priority in federal policy and budget decisions.

Professional Learning

















Getting Back to Basics for Our Nation's Children

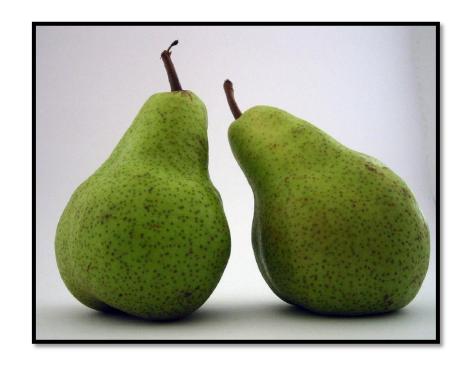






SEEK SENSE SHARE Identified key blogs and Summarizes article in a Engages with aligned online sites in issue area tweet partners Scans and reads every Writes for Huffington Post **Presentations** morning and picks out best

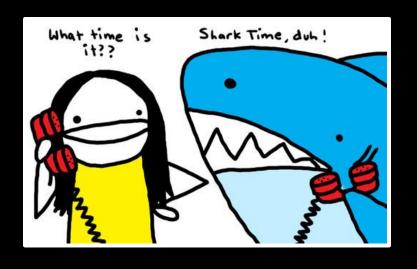
Share Pair: Networked Mindset



- How is your agency leveraging social channels for leadership profiles?
- What do you need to move forward?

SOCIAL MEDIA IS PART OF EVERYONE'S JOB! Can finally tweet about our I have work to do! programs from my personal account!

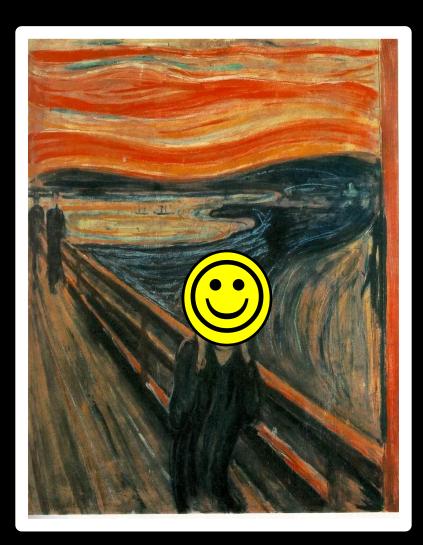
Leverage Staff Personal Passion In Service of Mission



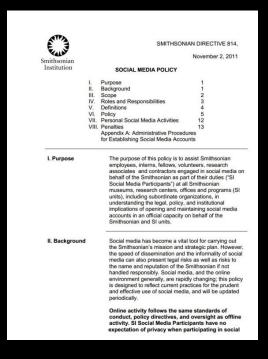


@rdearborn works for UpWell and she LOVES sharks.

Best Practice: Write Down the Rules - Social Media Policy







http://www.bethkanter.org/category/organizational-culture/

Social Media Policy – All Staff Participate

TNT employees Social Media Guidelines

DOs



Know the TNT Business Principles.



Be yourself, say who you are and who you work for, especially when publicising TNT.



If you are using the TNT logo, follow the TNT Brand guidelines.



State clearly that the views / opinions expressed are your own. Speak in the first person.



Get your facts right, be truthful. Support your opinions with facts. Cite the sources of your contents.



Add value. Think before posting.



Use common sense and courtesy. Admit mistakes, apologise if necessary.



Be respectful of other cultures, religions, values, etc.



Respect the copyright. Avoid the use of logos, trademarks, music, images, etc. without prior authorization.



Monitor the reactions to your posts and make sure they are as true, respectful and legal as your own.

DONTs



Do not post things you would be embarrassed to have your mother / boss see



No spam! No covert marketing.



Do not speak on behalf of TNT (Use a disclaimer if you have your own blog / channel).



Do not squeeze, modify the TNT logo. Do not associate the TNT logo with inappropriate content.



Do not lie.



Don't pick fights.

Don't post any defamatory, vulgar, obscene or threatening material.



Do not share internal information. Refrain from commenting on TNT's business performance.



Do not cite colleagues / stakeholders, do not post their materials without their approval.



Do not censor others' opinions.

In case of doubt, questions, suggestions:

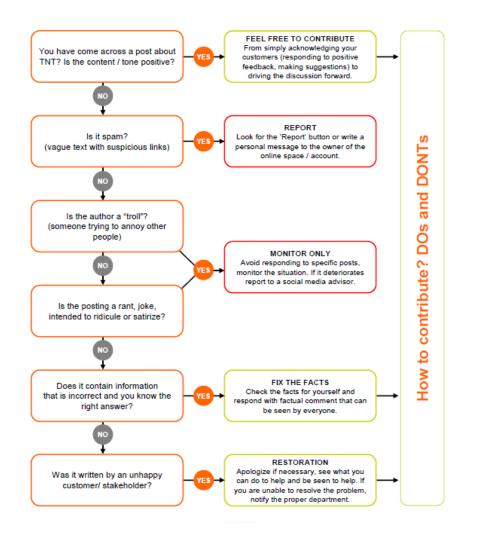
socialmedia@tnt.com
TNT GHO

socialmediaexpress@tnt.com

TNT Express

TNT Post

Reacting to posts about TNT



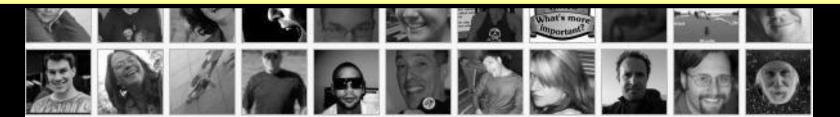
http://www.bethkanter.org/staff-guidelines/

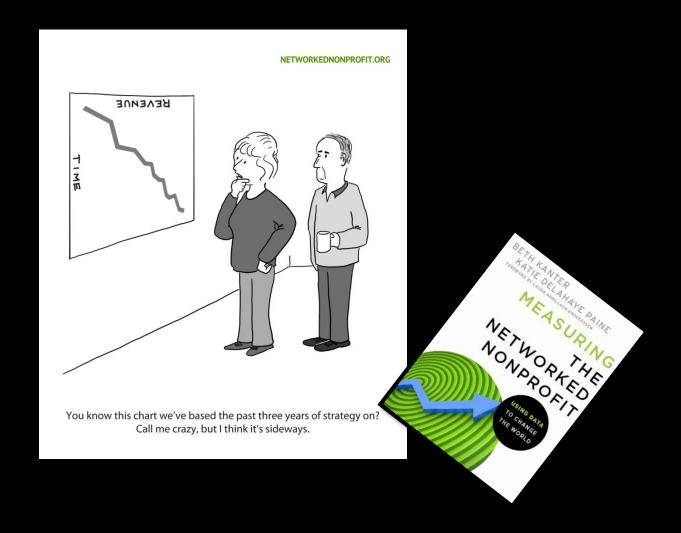


How social is your agency's culture? What are some of your challenges?









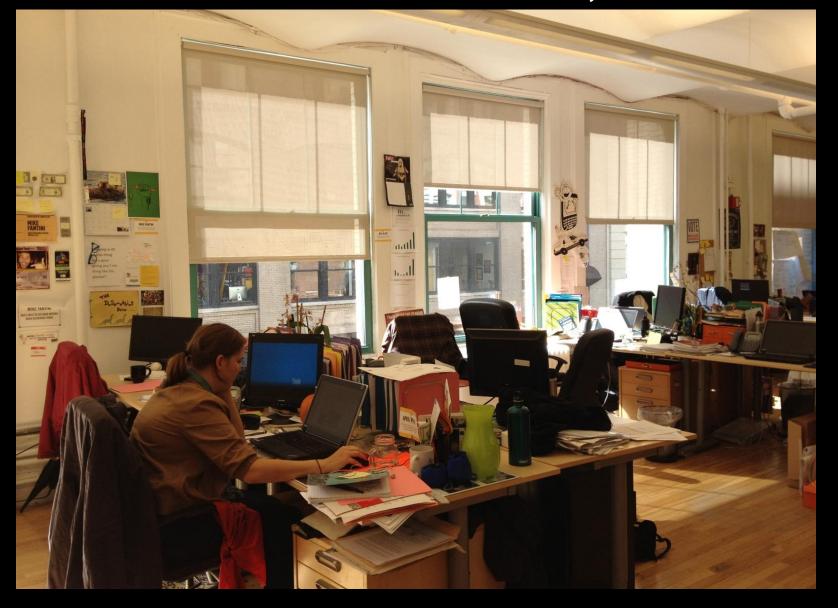
The Data Informed Nonprofit

Data-Informed Culture: It starts from the top!



Do Something.org

More time think about that the data, then collect it



Tear down those silos and walls around data ...

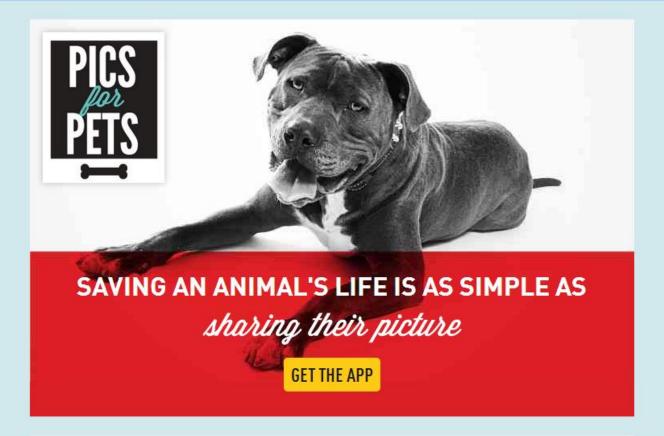


ABOUT US

CAMPAIGNS

CAUSES

AWESOME-THINGS



EVERY YEAR, APPROXIMATELY 3 TO 4 MILLION ANIMALS IN SHELTERS ARE EUTHANIZED SIMPLY BECAUSE THEY DON'T GET ADOPTED.

ONE REASON THEY DON'T GET ADOPTED? BAD PICTURES.

LATEST STORIES -





A 91 9

TUESDAY, OCT 23, 2012



NEWER STORIES...

 This Man Took PCP, Got Naked, Attempted A Car Jacking, Pooped In A Cop Car, And Ate His Own Finger



POLITICS

36 344 &

2008 Called, It Wants to Know What Happened to Barack Obama.



PARENTING

3 995 \$

331 &

Parents Punish Disrespectful Daughter by Posting Embarrassing Photos of Themselves on Her Facebook Page



MARRIAGE EQUALITY

Jon Lajoie Comes Out Against Same-Sex Marriage



TELEVISION WITHOUT PRETTY

Kathie Lee Dropped a Puppy on His Head on Live TV Today



Video

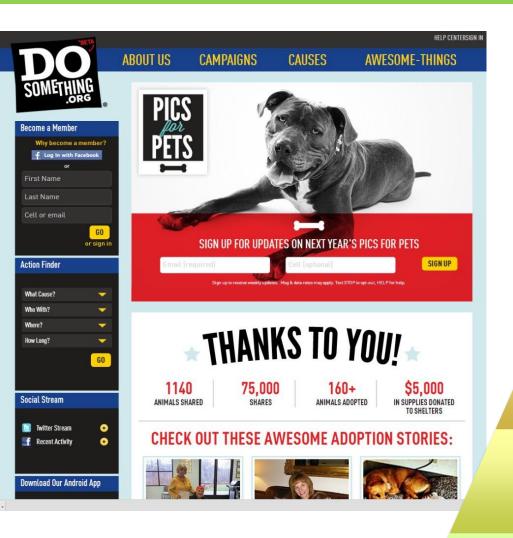
Rich Juzwiak

During a Today show segment about a DoSomething.org app that makes pet adoption as easy as smearing fingerprints on your iPhone screen, Kathie Lee Gifford insisted that noted fashion photographer Nigel Barker hand her a dog that he was holding, and then she immediately dropped said dog on his head. Kathie Lee's was not an evil puppy love, but evil did come because of it.

Sometimes it seems like Kathie Lee just can't win, and then she lets her buffoon flag fly, drops a puppy on its head on television, and it becomes clear that Kathie Lee just can't win.



Engagement with a Purpose!



Adopt Pet

Donate to Shelter

Volunteer at Shelter

Take photos at Shelter and share online

Download App

Promote Campaign

START HERE!

Listening

Listening

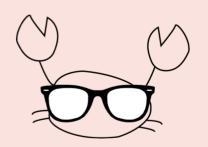
Insight

Informed





Package Content



Pair with Action



Upwell
Campaign
Lifecycle



Campaigns as Conversations



Distributed Network



Improve Practice



Measure Impact

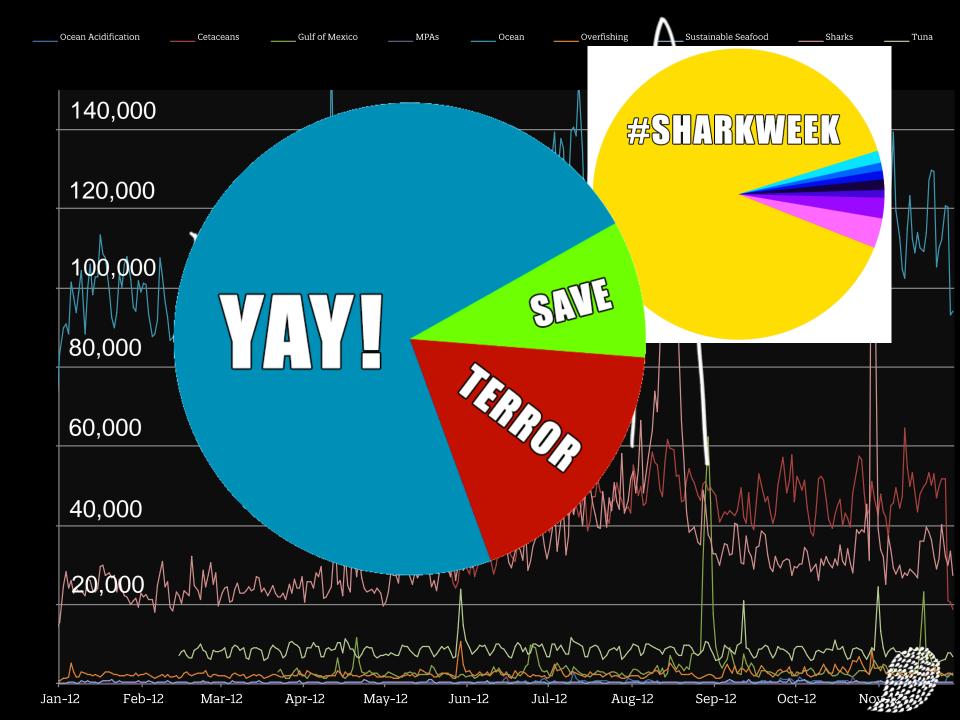




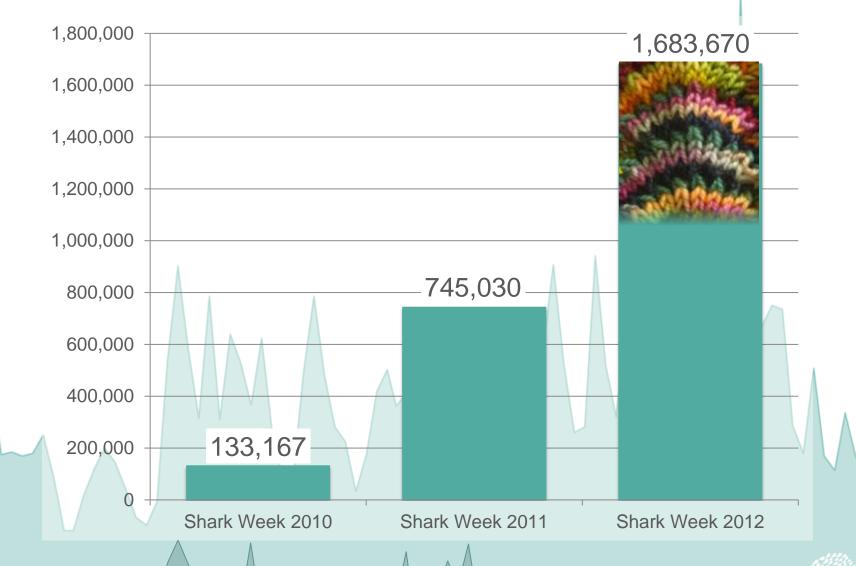


Ocean Acidification Cetaceans Gulf of Mexico MPAs Ocean Overfishing Sustainable Seafood Sharks Tuna



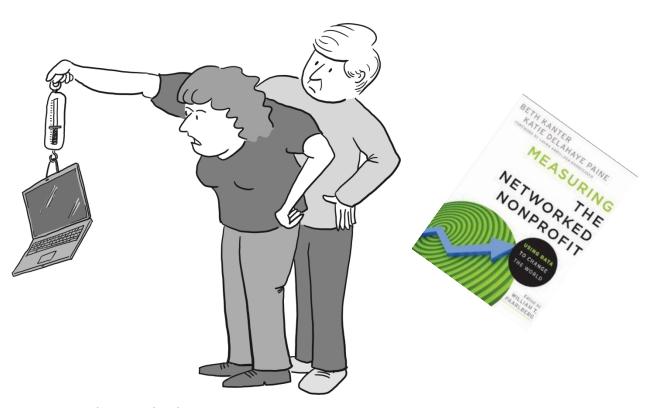


One Metric That Matters: Increase Shark Conservation Conversation



Nonprofit Social Media Measurement Practice

NETWORKEDNONPROFIT.ORG

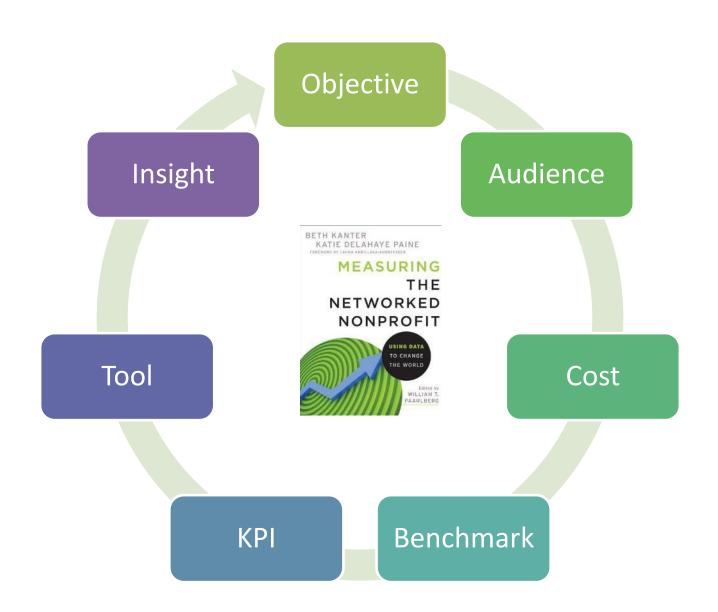


I know it's hard to measure engagement, but there **has** to be a better way.



Go Beyond Just Counting

Measurement Discipline: But Start Small

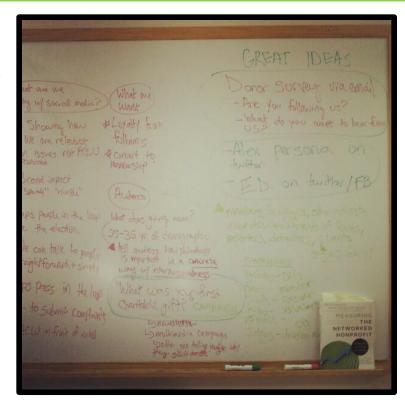


Pick The Right Data Point(s) To Track Outcomes

NETWORKEDNONPROFIT.ORG



Our cat adoption numbers tanked this quarter. But the important thing is, our YouTube views are **waaay** up.





Designing the Dashboard on the Wall





	A	В	C	D		į	<u>C</u>
1		GlobalGiving Unmarketing Strategy Measurement 2013					
2							
3	Unmarketing/Communications Objectives, Strategies, Tactics, Measurement and Data:						
4					01		
5	Objectives	Strategies	Tactics	Metrics	Goal or Benchmarks	Qī	Q2
10	1. Maintain and enhance the drumbeat of conversation about GlobalGiving and its projects on social media	Post engaging messages to Facebook and actively participate in Facbook conversations		Facebook posts per week			
11				Facebook applause rate	average of x lifetime engaged users per post		
12				Facebook conversation rate (the per-post goal is actualy that each post meets at least 1 of these 3 metrics, but still taking quarterly averages)	x people talking about this		
13					x lifetime total reach		
14					x% virality		
15				Facebook amplification rate	weekly total reach of x people		
16				Facebook negative feedback rate	less than x total negative feedback clicks per post		
17			Continue to grow our Facebook fan base	Number of Facbook page likes	x by the end of 2013		
18				Number of Facebook page unlikes	number of unlikes are less than x% of fan base		
19		Post engaging tweets and actively participate in Twitter conversations;	Post engaging tweets; achieve the following metrics at least 50% of the time	Number of outbound tweets per week	×		
20				Twitter applause rate	average of x clicks per post		
21				Twitter conversation rate	x replies per day		
22					x mentions per day average of x RTs per		
23					day		
24					Average of x RTs per post		
25			Continue to grow our Twitter fan base	Number of Twitter followers	x by the end of 2013		



Learn from Tracking Data

Momsrising: Joyful Funerals



Summary

- Success happens by taking the right incremental step to get to the next level, but keep moving forward
- Scale your organization's social culture with a living social media policy
- Allow staff to leverage their personal passion in service if your strategy and mission
- Get some measurement discipline, but start with small steps
- Go beyond counting your data, learn from it

Thank you!

