

Welcome to the Social Media Toolkit!

This resource is meant to serve as a guide for California Tobacco Control Program-funded projects to assist with including more social media in interventions to educate communities on tobacco control topics and campaigns.

It covers everything from social media basics through advanced topics like resource management, content strategy, and evaluation to help you navigate social media successfully.

You are reading the booklet format of the toolkit. For a more interactive experiences, find the Social Media Toolkit online, by visiting [TECC.org](https://www.tecc.org/social-media-toolkit/). The web version features summary videos for each section, in addition to downloadable resources such as worksheets. **Downloadable worksheets can also be found in the appendix of this guide.**



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INTRODUCTION

What Is Social Media?

You keep hearing about it. You see tweets repeated on the nightly news. People you know are obsessed with it. But what exactly is social media?

Rather than start by defining the term using a lot of jargon, the best way to explain it is to break it down into the individual words. “Social” refers to interacting with other people by sharing information with them and receiving information from them. “Media” refers to a means of communication, in this case online/mobile.

Now we can pull a basic definition together: Social media are web- or mobile-based communication tools that allow people to interact with each other by sharing and consuming information. This user-generated

information can be image-, audio-, video-, or text-based content published and shared in online communities. Your first response to the question, “what is social media?” was probably “Facebook” or “Twitter.” These well-known **social networking** tools allow you to build relationships and communicate with other users, but social media also includes resources like YouTube and Reddit where you might simply post a one-time comment or ♥ a video.

TERMINOLOGY

Social networking

Tools like Facebook, Twitter and Instagram allow you to build relationships and communicate with other users.

NOTE

Is there a difference between social media and social networking?

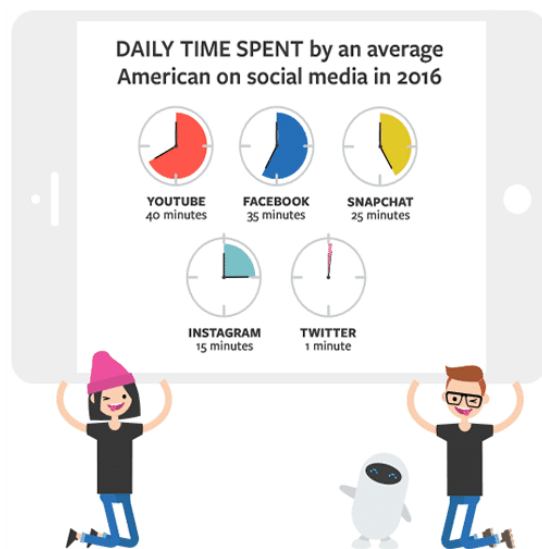
Social media platforms are web-based and mobile technologies used to share information with an interactive component. Examples include YouTube and blogs.

Social networking platforms are technology structures designed for people who share common interests. Social networking is a subset of social media. Examples include Facebook and Instagram.

Remember that social networking is about building relationships and social media is about communicating content. Not everyone agrees on which platforms fall into which category.

As people increasingly rely on their smartphones or tablets, they have access to social media apps at their fingertips 24 hours a day. Take a look at how average American adults spend their time each day on some social media platforms. They can share anything that is happening in real time, whether that means posting a photo of their cat or retweeting an important announcement about tobacco policy. Both the real-time, immediate access and the instant validation through likes and shares, have made social media one of the most popular ways to communicate and share information. In fact, a 2016 Pew survey¹ found that most Americans get their news from social media, check their accounts multiple times a day, and use more than one social media site.

Given that social media is such an important part of our daily lives and there are so many different kinds of social media and content, it's a great way to meet people where they are with your messages. If you set goals, plan your strategy, and allow enough time for engaging on social media, your organization can successfully utilize social media to reach a broader audience with your outreach and messaging. Social media is different from the traditional media your organization might be more comfortable with, but it offers a personal and engaging way to communicate.



What Can Social Media Do for You?

For decades, organizations have successfully used traditional media such as newsletters, television advertisements, brochures, and other printed publications to promote messages about health and tobacco. With the explosion of social media in recent years, adding a focus on social media can help you reach a broader audience more efficiently.

Using social media successfully will pay off in some unexpected and exciting ways!

Expand your reach

With social media, you can reach more people than with traditional media—there's no limit to the reach if a campaign goes viral. Creatively using images and videos, even short employee-created videos, will attract people interested in your organization or cause. Social media can increase your organization's visibility as your content is shared and promoted by others. With the networked nature of social media, when someone **likes** or **shares** your content, it becomes visible to their friends or followers who may share your post with their friends/followers, who in turn share it with their friends/followers. That leads to hundreds or thousands of users seeing your post.



Great ways to expand your reach through social media:

- Announce events.
- Recruit new volunteers and participants.
- Stimulate discussion of current issues.
- Publicize accomplishments.
- Drive traffic to your website.

TERMINOLOGY

Likes

People who “like” a post are using a quick and easy way to show that they enjoyed the content. Liking a post is faster than writing a comment or sharing the post with others. The number of “likes” is one way to measure a post’s success.

Shares

Social media users can opt to “share” a post with their friends or network, either by posting it publicly on their timeline or dashboard, or sending it in a private message to a person or a group of people.

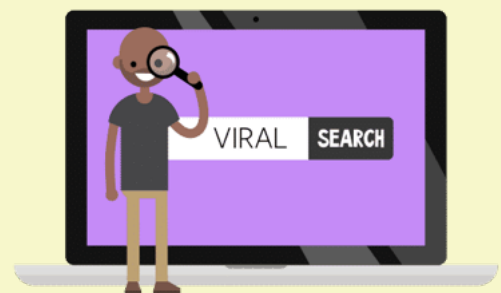
ALS Ice Bucket Challenge



The ALS Ice Bucket Challenge reached more than 440 million people from every country in the world, becoming one of the top two viral social media campaigns of the decade and helping the creators reach their goal—raising awareness of amyotrophic lateral sclerosis (ALS). In addition, the challenge raised more than \$100 million for the ALS Foundation.

* WHAT DOES “VIRAL” MEAN?

Going “viral” means posted content spreads really quickly across the internet—possibly to millions—through sharing and press coverage.



Use real-time communication

Social media allows you to listen to and gather information from your followers—in real time or very quickly. Chatting and messaging features let you talk with individual users one-on-one—people feel acknowledged when you reach out to them individually. Innovative social media campaigns can engage an audience on a personal level, for instance, by asking users to share their reasons for caring about a cause. Your organization can also use social media to connect with other

organizations and groups. This enables interagency collaboration on coalitions, campaigns or events where organizations have shared interests.

Keep in mind that social media moves more quickly than traditional media—you need to use real-time communication to quickly address comments and to respond to any relevant current events as they are happening.

REAL LIFE: RAPID RESPONSE TO PROP E

One great strength of social media is the ability to respond to situations and provide new and up-to-date information rapidly. In 2018, Alameda County's **Tobacco Control Coalition** and **Tobacco Free CA** took advantage of this when they responded to the biggest news in tobacco control at the time.

They took to Facebook to congratulate San Francisco for voting strongly in favor of Prop E, banning sales of flavored products in the city.



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Save \$—It's cost effective...but not free

Social media is a cost-effective communication because typically it's less expensive than developing and distributing print educational materials. However, there is a cost to maintaining a successful social media presence, even when the platform you choose is free. It takes time to establish and

maintain your online presence and to build an engaged community. Large organizations may be able to support a dedicated social media person or team. Smaller organizations may need to distribute social media tasks among staff and volunteers as they build an online presence.



Another \$ Saver

When social media content becomes out-of-date you can remove or update the content quickly and inexpensively, as opposed to updating and reprinting hard-copy materials. Make sure you review your posted content regularly—you don't want to be embarrassed by referring to a study that was later disproven or talking about an organization that doesn't exist any longer.

Introduction to Social Media Platforms

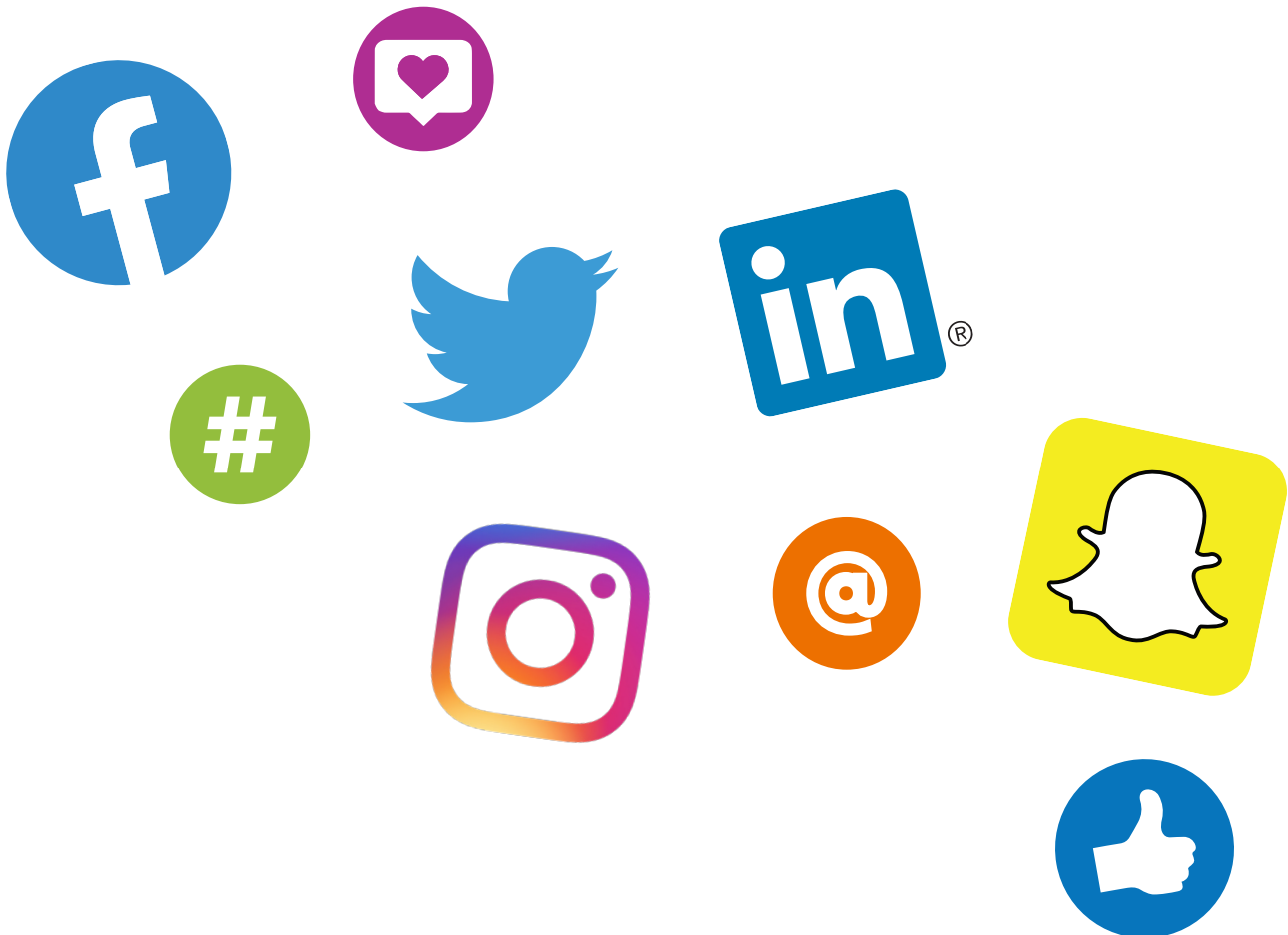
Should you tweet? Should you Snapchat? Can Facebook do everything you need? It depends on **who** you want to reach, **what** you want to say, and **how** photo- or image-centric your content will be. Each social media platform has different tools, features, and types of users.

It's important to think about these differences as you choose which platform(s) will help you achieve your goals. You'll get even better acquainted with the platforms as you develop your strategy. Here's a quick look at the strengths, weaknesses, and opportunities presented by some popular platforms.

More detailed information on each of these platforms is provided in later sections of this toolkit. This is not an exhaustive list of platforms and tools; new ones are being developed every day.

In the following pages, we'll take a closer look into:

- Facebook
- Instagram
- Twitter
- LinkedIn
- Snapchat



➔ WHAT IS IT?

By far the most popular social media website, Facebook is a general social networking site. It connects individual users to their friends. And it connects fans or followers to an organization's page

★ BEST FOR

Sharing compelling or interesting visuals/images. You can use creative visual imagery to spread your message, or you can create an entirely visual, imaged-based campaign.

⚙️ INSIDER TIP

You can house all of the information about your organization in one place. It can be a great substitute for maintaining a website.

🌐 WHO USES IT?

Facebook has 2 billion monthly users with 66% of those checking it out every day. A whopping 88% of US adults ages 18-29 use it, and 79% ages 30-49 use it. Want to reach a younger audience? While teens seem to have moved onto other platforms to engage with each other, some 71% of teens ages 13-17 still look at Facebook regularly.

😊 WHAT TO SHARE?

Organizations use Facebook to project their voice online and to build a community with people who share their values. Users who support an organization can like or follow it to receive its updates and notification. Facebook provides agencies a platform to share brief updates, images, and videos related to their cause; and promote upcoming events.

🗨️ DOWNSIDE

There are ongoing changes to what posts are prioritized in the Facebook feed—so it has become more challenging to get your posts to show for users. Video is prioritized currently. You may have to pay to promote your posts.

⚡ INNOVATION CAMPAIGN

In March 2013, the Human Rights Campaign uploaded a photo of a pink equals sign laid on a red background to Facebook. The image was posted in opposition to the Defense of Marriage Act and California's Proposition 8, which prohibited same-sex couples from marrying. Within just a few weeks, over 10 million people worldwide interacted with the photo in some capacity, including millions who used it as their profile image.



Instagram

➔ WHAT IS IT?

Instagram (often referred to as “Insta”) is a photo and video sharing website with corresponding mobile apps. Users can follow other users or organizations to receive photo/video updates from them in their feed.

★ BEST FOR

Sharing compelling or interesting visuals/images. You can use creative visual imagery to spread your message, or you can create an entirely visual, image-based campaign.

⚙️ INSIDER TIP

Instagram has many built-in photo filters and a video length editor, so you don’t have to be a photo pro to create a good post.

🌐 WHO USES IT?

Instagram is a great place to reach teens 52% of teens use Instagram and that number is growing. It also reaches diverse teens. 64% of teens who are African American/Black use the platform and 52% of teens who are Hispanic/Latino use it. 28% of US adults use Instagram. It’s more popular with women-32% of US women use it vs. 23% of men.

😊 WHAT TO SHARE?

Share anything visual—photos, images, or video. The better your visual content, the more successful your organization or campaign will be. You can tag people in the photo who are also on Instagram as you upload images—another way to help spread your content. For Instagram, hashtags (#) are used to tag a photo or video with keywords and connect them with contents that share the hashtag. Contents with hashtags get, on average, 12.6% more engagement than those without.

💬 DOWNSIDE

While you can engage with followers in the comments, there is very little text on Instagram. If you can’t tell your story visually it may be hard to build followers.

⏪ INNOVATION CAMPAIGN

In 2016, **Louise Delage** became “Instagram-famous” as her photos highlighted her glamorous life, always celebrating with an adult beverage in hand. This account made headlines when it was later revealed that it was not real, but an alcoholism awareness campaign, **Like My Addiction**, from Addict Aide.

➔ WHAT IS IT?

It used to be called microblogging, but Twitter really is a platform for short messages called “tweets”. Tweets are limited to 280 characters or fewer, and sometimes include a photo or video.

★ BEST FOR

Short updates and monitoring conversations about your organization or campaigns.

⚙️ INSIDER TIP

Use instant status updates to respond to concerns from your stakeholders. Followers will immediately appreciate how responsive you are.

🌐 WHO USES IT?

There are 330 million monthly active users. 21% of all US adults use Twitter. 36% of users are ages 18-29 with another 40% ages 30-64. While not the favorite platform for teens, 33% use it and they are a diverse group: 45% of teen Twitter users identify as African American/Black and 34% identify as Hispanic/Latino.

😊 WHAT TO SHARE?

It is very real time, so Twitter is a great place to share links to content relevant to your audience that are fresh and in the news that day. When tweeting, hashtags (#) are used to mark key words or phrases to connect a tweet with other related tweets. Want to find all of the tweets about tobacco? Search on #tobacco.

🗨️ DOWNSIDE

You can’t always say what you want to say in 280 characters. Also, there is often so much content in user feeds that it’s easy for your tweets to get buried and ignored.

⚡ INNOVATION CAMPAIGN

The nonprofit organization Charity: Water has 1.51 million followers, so you know it must be doing something right. Its Twitter stream is filled with strong, perfectly sized images of the people it helps with tweets sharing a bit about each one’s story. Charity: Water also uses Twitter’s Alert system to send out emergency or other time-sensitive information to people who sign up to receive them.

➔ WHAT IS IT?

LinkedIn is a social networking platform for professionals. It's used to highlight the professional identities of people and organizations. You connect to other professionals you know and connect to/follow other organizations.

★ BEST FOR

Highlighting your professional accomplishments, both as an individual and as an organization. It can also be a great place to recruit new talent to your organization.

⚙️ INSIDER TIP

LinkedIn maintains a part of its site just to help nonprofits use the power of LinkedIn to find employees, find volunteers, and grow development work for fundraising.
nonprofit.linkedin.com

🌐 WHO USES IT?

About 25% of US adults use LinkedIn, but about 50% of college graduates use it. About 5% more men use it than women, with the largest percentage of users in the 18-49 age range.

😊 WHAT TO SHARE?

LinkedIn can be useful in recruiting employees and volunteers with specialized skillsets. It can also be a great place to establish your organization as a credible source of information for other organizations or those working in the field. Join or create a group to participate in discussions about your work or your type of organization. While it's probably not the place for a stop smoking campaign, it might be exactly the place to showcase your professional expertise on tobacco cessation.

💬 DOWNSIDE

While your content reaches an important group, your LinkedIn content will probably not go "viral" and it won't reach beyond professional adults.



Snapchat

➔ WHAT IS IT?

Another social media platform focused on visuals, Snapchat is a mobile application that combines messaging and image sharing. Users snap a photo or quick video, give it a caption or message, and then share it with others. Once the message is viewed by a recipient, the file is deleted from their device.

★ BEST FOR

Reaching young users with fun and lighthearted campaigns. Great for campaigns that are time sensitive or very current—something that happens on a single day for example.

⚙️ INSIDER TIP

While a regular Snapchat Post disappears soon after it's viewed, Snapchat has a stories feature that ties together a string of posts, each of which can be seen by your followers for 24 hours. This is a unique way to tell a compelling story about your organization. For example, a quit smoking campaign could post the experience of someone quitting smoking each hour for 24 hours over their first tobacco-free week.

🌐 WHO USES IT?

Snapchat has the youngest audience of all social networks with at least 45% of its users under the age of 24, and 40% of those under age 18. 24% of all US adults use Snapchat.

😊 WHAT TO SHARE?

Share something visual that can be communicated in a few words. The best campaigns are those that have some urgency to them—act on this photo now, tell us what to do in real time, explore the world of one person over 24 hours through the story feature. Snapchat's unique ability is to convey a more complete context in real time than other platforms.

💬 DOWNSIDE

Your content only reaches your own followers unless you pay (and Snapchat ads are expensive)—so your organization must be extraordinarily creative to get users to follow you.

⏪ INNOVATION CAMPAIGN

DoSomething.org is a nonprofit that seeks to mobilize young people to make change—a great target audience for Snapchat. On Valentine's Day, their digital associate (and male model) dressed up like cupid and delivered love letters to homebound senior citizens. He asked followers how he should deliver them. Everyone who responded was asked to create a love letter and deliver it to a senior citizen in their area. More than 55% of those reached participated in the love letter campaign.

Click the links below to see the images...

Image#1, Image#2, and Image#3

As you develop the best social media strategy for your organization, choosing your platform(s) is key to reaching your audience and keeping within your budgeted resources.

As you develop the best social media strategy for your organization, choosing your platform(s) is key to reaching your audience and keeping within your budgeted resources. For more information on paying to promote posts, see the **Budgeting for Ads and Promotional Content** section.

AGENCY & COALITION APPROVAL

Getting or Giving Approval

You will need to consider your organization's approval policy for setting up an account or posting content, before creating your social media policies and procedures.

Every organization is different, and will have its own expectations and rules. You might work for an agency that doesn't require any sign-off, as long as you follow established social media policies. On the other hand, you might work for an organization that doesn't allow social media use at all.

(See the **Social Media Policies & Procedures** section.)



Investigate your organization's stance on social media use before you read any further. Once you've done that, use the tips and ideas we've pulled together to help you navigate your agency's approval process and make your social media venture a success.

First Steps Following Agency Approval for Social Media

The approval to use social media for your tobacco prevention, education, and policy efforts is exciting, but in some ways, it may be the first step in getting the okay to share content online. Now you'll need to consider ongoing approval.

As you prepare to launch your social media project, you need to have a clear understanding of your organization's approval process.

(STEPS ON NEXT PAGE)

You need to find out:

- How much control does your organization want over your social media?
- What are your organizational requirements for each part of the social media process? Government agencies often have complicated structures that are highly regulated. You need to know about these restrictions.
- Is getting the sign-off on your organizational policies enough so you can post without ongoing approval?
- Does every new post need to be reviewed and okayed? If so, by whom?

These are all questions you need to answer before you start tweeting and posting on Facebook.

Besides the organizational approvals, you may also want social media team approval or oversight. Consider which social media team member(s) needs to sign-off on posts before they go public.

The makeup of your team can dictate how approvals work. If there's only one of you, you may just need approval from the Project Director—or maybe you can approve your own posts. With a larger group or interdepartmental team, it's probably best to have team members review each other's work and appoint someone to monitor everything.

Your approval policy should also address whether or not live events are allowed (e.g., Facebook Live). If yes, what strategy do you want in place prior to the event? For example, do you want a basic script or prepared answers in advance? Even with the best of intentions and well-laid plans, live events can be unpredictable.

What is your team structure?

- Solo: Just me
- Single department: A few of us from the same group
- Interdepartmental: People from IT, PR, and our group

Should our social media staff use Facebook Live?

As you talk over your approval policies, include a discussion of whether going live online is a goal and, if so, how that might work. The Facebook Live feature lets people, public figures, and pages share live video with their followers and friends on Facebook. Nonprofits can use Facebook Live to broadcast activities and events and talk to supporters in real time.

There are many upsides to going live online, such as:

- Showing people the impact of your program in real time.
- Taking people behind the scenes of your program.
- Opportunity for coalition to share milestones and impactful work
- Reaching new audiences by having influencers go live on your behalf.

The downside is anything can happen. There is no preapproval for answers to unexpected questions or unexpected behavior. The upside possibilities are exciting, but you'll want to include a section in your policies on some strategies for minimizing unapproved content.

Improving Chances of Approval

Once you understand your organization's approval process for sharing content on a social media platform, there are a few things you can do to improve your chance of getting approval.

1. Keep it neutral.

You're probably going to be creating a lot of posts about tobacco, a topic that can be controversial for some people. Your voice should come from a place of neutral and informed authority. This is especially important for government agencies that need to take a non-political stance on issues. This might be hard for you because you're so passionate about tobacco prevention and education efforts. You wouldn't be doing this work if you weren't. Even though a neutral voice might be challenging, it will help your supervisor feel okay about approving your content and make your social media pages more credible to the people who visit them.

"How do I keep it neutral?"

Your social media content should be based on facts. If you retweet or share content from other people or organizations, make sure your agency is comfortable being associated with them. Some organizations promote agendas that aren't in line with the values of your agency, so it won't work to share their content. Show your supervisor you've considered this issue when you seek approval for your social media content.

Remember that your social media pages represent your agency to the outside world, so your content should broadcast that image.

2. Use trusted sources.

If the facts contained in your social media posts are from trusted sources of information, your supervisor is more likely to approve those posts. Organizations like the CDC (Center for Disease Control and Prevention) or California Department of Public Health are broadly respected as authoritative.

If you're looking to get approval to share content posted by others, check their facts. Do they provide sources? Did you investigate to make sure the sources are trustworthy? Can you pass these sources on to the person approving your post?



Trusted Sources

To save some time, see if you can get advance permission to share posts from a list of specifically approved trusted organizations. That way, the next time the [TobaccoFreeCA](#) page shares something you like, you can quickly share the post.

3. Make time to review and revise content.

Everyone sets deadlines with the best intentions, but real life can get complicated. For example, time-sensitive content may go to waste because a supervisor didn't get the chance to approve it.

Try to schedule enough time not only to create posts, but to get them approved. It is recommended that you create a calendar with your social media team. A calendar will help you organize what types of content to post and when. From there, you can work backward to determine: 1) how much time you'll need to create the content, 2) how many days to set aside for getting approval, and 3) how much time you need for any recommended changes.

It's easier to start developing your own process when you have an example to work from. Take a look at the process and documents below. Hopefully, this example will give you some ideas to get started.

(ON NEXT PAGE)

EXAMPLE: SOCIAL MEDIA APPROVAL PROCESS

Based on examples of real agencies' social media post planning and approval processes, this example presents a detailed 4-phase procedure to guide the process.

1. **BRAINSTORM:** The social media team (sometimes just one person) meets to drum up ideas for posts for an upcoming month. This brainstorm results in the development of a **Concept Calendar** for posts that outlines when content will be posted and what the posts should look like. The social media team sends concept calendar to supervisors, board of directors or the appointed reviewers.
2. **CREATIVE DESIGN:** Based on the approved concept calendar, the team begins developing the **Editorial Calendar** that includes visuals, text for the posts, citations, and links. Once completed the social media team sends the calendar to a social media editorial board. This group of individuals look for text errors that may have been overlooked, updated and credible research, and overall tone.
3. **FINAL EDITS:** After the board's edits are addressed, the social media team does a final review before sending the updated calendar to their supervisor or Board of Directors* for a final approval.
4. **SCHEDULING:** If any edits are required they are made and the calendar is ready to be scheduled on the social media platform of choice.

*Process varies by organization

This calendar development and approval process may take about a month and a half to complete. For another more worked-out example see the **Editorial Calendar Creation Process Flowchart**. Each phase has clear goals and it's easy to see the collaborative nature of social media work.

While you navigate the social media approval process for your organization, you may find you don't need as many layer of review and revisions as this example.

Options for Organizations That Choose Not to Manage Their Own Social Media

You may find yourself at an organization that doesn't allow you to set up and manage social media. Some organizations don't want to spend precious resources on social media. Others want to maintain control over their public image and resist giving that responsibility to staff.

Your options are more limited, but you may be able to establish a social media presence without overstepping boundaries at your organization.

Contract out your social media

If your organization thinks it's not cost effective to have staff set up and maintain social media accounts on top of all their other duties, contracting with a media agency may be an option. Media agencies have the skills and experience to put together engaging social media content. With a contract, you can set aside a dedicated portion of your budget for social media tasks—you'll know exactly how much it's going to cost and what you're getting for the money.

Using an outside contractor can be a great option for organizations that are concerned about their public image. When another agency manages your social media, there's space between the content and your agency. It's easier to explain any potential missteps if the content isn't generated internally.



If you use an outside contractor, you will want to create a social media policy that you share with them to clarify what is and isn't acceptable for posting. The contract should specify that they must follow your guidelines.

Work with your Coalition

You've worked hard to recruit for your coalition.

You've gathered a group of people who are passionate about tobacco control, and they are ready to get to work in their community. It's quite possible some of these people are also champions of social media.

If your agency will not let you use social media, then look to your coalition and decide who might step up to the challenge. Organizing social media through your coalition is one way to keep your content grounded in the community. This can be a huge advantage, particularly if you are running a program for a very specific population. For this reason, even if your agency does manage its own social media presence, you might want to ask your coalition to take on a campaign.

If coalition members feel nervous about taking so much responsibility for your social media efforts, reassure them by providing support and resources that will help them succeed.

Giving Approval: Managing Your Coalition's Social

If any of your social media presence is maintained by your coalition, you'll need to consider how you'll be involved, whether you'll ask for approval rights, and what steps you'll take if your coalition posts inappropriate content.



Involving your coalition with your social media efforts can be great. It keeps your accounts grounded in the community, and might help you reach a bigger audience. Coalition members are volunteers and may not have experience managing social media or creating content. Their posts might not be polished or consistent. You can help make their efforts a success by offering some guidelines, recommendations, and encouragement.

How much responsibility do you want?

Whether your coalition starts a social media account on its own or with your encouragement, you need to figure out if you want to have any responsibility in managing it. This could depend on a lot of factors: Is your coalition made up of youth or adults? Do they usually stay on top of tasks? Based on your organization's rules around social media use, are you even allowed to manage it?

If your organization is clear that your team should not participate in any social media activity at all, then your decision is made. You need to let your coalition take the reins. You can still help your coalition by giving them resources, like this social media toolkit, or CDC information on tobacco use. Suggest they use the processes and principles of creating guidelines, staying neutral, using trusted sources, and keeping to a schedule discussed in this toolkit. You can also provide updates with important news related to tobacco control, prevention and education topics.

If you're allowed to be involved, the make-up of your coalition will help you decide how involved to be. Youth coalitions, for example, will probably need some extra guidance. While youth can be very enthusiastic and have lots of great ideas, they also have less experience with being professional. You want the youth to be in charge of generating creative ideas, but it's a good idea to establish an approval process.

If your coalition members are adults who are really good at staying on task, you might feel tempted to let them manage everything. Since these folks are volunteers who have other responsibilities, you'll probably want to help them establish a process for creating posts and getting approval to keep social media projects moving.



Work with your coalition

Even if your agency doesn't want to be involved with social media, you need a protocol for what to do if your coalition posts something inappropriate. After all, whatever it posts reflects on your organization.

Setting up an approval process.

Setting up a content approval process for your coalition helps ensure content is appropriate and social media tasks are ongoing.

You can have a relaxed approval process, with staff sign-off on content only after it's been created, or a more involved one that monitors content throughout the creation process. The goal is the same: to post awesome and engaging content your coalition cares about.

Here are some tips for setting up an approval process for your coalition.

1) Set expectations ahead of time. Before your coalition members start brainstorming content and all their plans for social media, make sure they understand your expectations. This will help clarify your role in the process. Address questions about job responsibilities (e.g., who will monitor comments). Let them know if you plan to monitor their posts. If there are types of unacceptable content, make sure they know before they start. For clarity, it's best to put it down in writing (a Do's and Don'ts Guide or a Cheat Sheet on Appropriate Content can be handy).

2) Content should come from the coalition.

If your coalition is taking on your social media tasks, make sure that they are the ones coming up with the content. You can help them brainstorm ideas and set some guidelines, but you don't want to take over. Your goal is to empower your coalition members so their passion for tobacco prevention and education shows through in their posts.

3) Decide who's going to approve content.

You want to make sure the content your coalition creates is strong and reflects well on the coalition and your agency. This doesn't mean you need to have a strict process where your coalition creates content, you edit it, they adjust it, and you make edits again. You could simply have your Coalition and Community Engagement Coordinator review posts before they go up. If you're looking for a little more oversight, your Project Director could do a review pass. If you're okay with less control, you could have the person in charge of social media tasks share their content with other coalition members for feedback and changes before they post it.



You can always model your approval process after the example we provide in the *Improving Chances of Approval* section by selecting it from the toolkit menu and scrolling down to it.

SOCIAL MEDIA STRATEGY

Why Strategize?

If someone asked you to explain your organization's social media strategy, would your answer sound something like this?

"Well, we have our website that we keep updated. We send out monthly e-newsletters to our email list. We're on Facebook and we might sign up for Twitter, too."

Did you spot a problem with that answer? The issue is that websites, e-newsletters, and your Facebook and Twitter accounts are digital and social media tools and platforms. They are not, by themselves, a social media strategy.

Here's another way to think about it. Imagine if you asked your neighbor, "What's your strategy for building your new custom house?" It wouldn't make sense if they answered: "Well, we have wood, hammers, nails, sheetrock, and contractors." Those are necessary building tools and resources, but not a building strategy.

In contrast, here is a statement about strategy: "Our long-term goal is to build our dream house: a unique, custom home with environmentally friendly features that can comfortably house our growing family. To do that, we'll consult with an environmentally focused architect. Then we'll develop final designs and blueprints and work on financing, permits, and lining up contractors. To make all this happen, here's a list of the initial resources we will need...."

When you create a strategy—whether it's building a house or designing a social media campaign—you are coming up with a game plan.

Building Your Strategy



Goals before action

When developing a social media strategy, you won't begin by saying, "We're going to set up a Twitter account!" Instead you'll:

- Start with a statement of your goals for the target population
- List the objectives you'll need to achieve to meet those goals
- Choose the social media tools needed to achieve your objectives

Once you have your goals, target population, and objectives, you're ready to ask, "Is Twitter the best social media platform for us to use?"

As you start building your strategy, your plan should include answers to the following logically ordered questions.

Question #1

What are our long-term, "big-picture" goals? What are we trying to achieve with specific target audiences?

Question #2

What objectives or short-term goals do we need to achieve to accomplish our long-term goal?

Question #3

What resources or "inputs" do we need to achieve these objectives?

Question #4

Are there any other external factors we need to consider as we plan and proceed?

Notice that the long-term, "big-picture" goals question comes first. You have to understand your long-term goals before you can plan a strategy for achieving them.

Logic Model --> Strategy

A **logic model** is a graphic depiction of the flow of processes and resources used to produce the goals and objectives of an organization or program. It's a visual representation of what your goals are and how you plan to achieve them. Logic models are great for describing an organization's mission, planning and analyzing programs, or designing outcomes-based evaluations of programs or other efforts. Using a logic model is also a great way to plan your social media strategy.

Logic models can be drawn up in different ways, but most include six common elements.

1. The Problem: The issue you are tackling (this should relate to your organization's or coalition's mission statement)

2. Target Population: A description of whom you are trying to reach/help

3. Outcome: Long-term goals you're trying to achieve over time

4. Outcome: Short-term goals needed to achieve the long-term goals

5. Output: Activities needed to achieve short/long term goals (e.g., a program, social media messaging, a public service announcement video, an online campaign, etc.)

6. Input: Resources you will need to do these activities



Logic models can be written in narrative format if you prefer, but having a visual flow to a logic model can be really helpful. Logic models can be drawn as flow charts, maps, or a series of circles or boxes with arrows indicating relationships.

To see how useful a logic model can be for helping an organization plan their social media strategy, check out the editable [Logic Model Template](#) or the hypothetical case study in the next section.

Social Media Strategy Case Study

Expanding a local "Secondhand Smoke in Multi-Unit Housing" campaign

BACKGROUND

A local tobacco control program is working on creating awareness about the dangers of toxic secondhand smoke in multi-unit housing. They are focusing their efforts on educating multi-unit housing property managers and owners on the benefits of converting to a smoke-free property.

PROBLEM

There's been an uptick in unwanted secondhand smoke complaints from individuals living in multi-unit housing.

STRATEGY SESSION

Staff brainstorm ideas for better engaging local multi-unit housing property managers and owners:

- Multi-unit housing property managers and owners are not educated on local indoor clean air ordinances and laws.
- Multi-unit housing property managers and owners are not aware of the health effects of secondhand and thirdhand smoke exposure.
- Multi-unit housing property managers and owners are not aware of the extra cost of turning over a smoking unit.

Check out the [Tobaccofree CA Multi-Unit web page](#)

Check out TECC's [Multi-Unit Housing Calculator](#)

The team transfers their ideas to a **communications plan** worksheet.

TERMINOLOGY

Communications Plan

A communications plan is sometimes used by projects/programs to track their communications and media efforts around tobacco control related- topics. A communications plan can be a living document, one that can evolve as lessons are learned and as goals and strategies change.

Considerations for Communications Planning

More than likely, social media will be only one of the communication channels you use to reach your audience. A big-picture communications plan that provides an overview of your objectives and the campaigns you have planned for your target audiences will keep you organized and help you strategize your social media efforts.

Communications planning can help you to prioritize resources, plan ahead, and think strategically about how all forms of media will be integrated into your work.

Ready to dive in and create a communications plan? Be sure to include the following elements.

The key details

Your communications plan needs to give context to your efforts. Write out your project objective and the communication objectives you'll use to support it. Define your target audience—do you have more than one? Outline the 2-3 central messages you want to convey.

Your tactics

Now that you know what your messages are, you need to determine how you're going to communicate them. Common tactics may include paid advertising (e.g., radio or print ads), earned media (e.g., press conferences or blogger outreach), and social media. You'll want to clearly identify the types of social media platforms you plan to use and your approach (e.g., boosting posts, targeted paid social campaign, and etc.). You should also identify whether you'll hire an advertising agency, use new or existing content, follow a given timeline, or have any other major considerations that could guide or shape tactics.

How you'll measure effectiveness

Based on the tactics you select, you'll need to select metrics to measure effectiveness (sometimes specific metrics are required by funders). Examples of metrics include: targeted rating points (TRPs) for radio; click-through-rates (CTR) or video completion rates (VCR) for digital advertising; publication circulation for print; unique visitors and time on page for websites or blogs; and Facebook engagement rate and YouTube video views for social media.

9 Tips for Creating a Social Media Strategy

Now that we've considered some big-picture questions about social media strategy, we're ready to talk about some practical tips for putting your strategy in motion. As we shift gears, keep in mind that your social media strategy should be integrated with your overall program goals.

1. Start at the beginning with big-picture questions.

Before heading off to Facebook, Twitter, or other platforms, consider your answers to these questions:

- How will we align our social media efforts with our program priorities and goals?
- What would success look like a year from now if our social media effort proves effective?
- How will we know we're accomplishing our goals with this social media effort?
- What metrics (quantitative and qualitative) can we use to measure our efforts?

2. Consider different strategies for different social media efforts.

Have you ever tried on a one-size-fits-all t-shirt and thought, "Oh, no it doesn't!"? The same applies to social media strategies. Launching a targeted stop-vaping campaign on Instagram will require a different strategy than managing your organization's presence on Facebook. Different efforts require unique strategic choices—from the type of content you create to the platform and scheduling decisions you make.

3. Keep your target audience in focus.

You need a clear picture of your target audience. Are you targeting teens on flavors issues, or middle-aged adults who care about retailer density policies? Studies show these two audiences use social media differently. The 40-year-old isn't likely to be on Snapchat, but the 14-year-old is likely to be on it.

4. Create relevant, SMART, and realistic goals.

Your goals should clearly and logically relate to your program's mission. Social media goals, like other program goals, should also be **SMART**: **s**pecific, **m**easurable, **a**chievable, **r**elevant and **t**ime-bound.

Keep your goals realistic but challenging. If you are already tweeting once a day, increasing this to twice a day might not be much of a challenge, but setting a goal to tweet three times a day will stretch your social media muscles.

A SMART goal for a new social media campaign could be:

"One year after the launch of our Twitter account, we will have 50 followers."

5. Carefully consider social media platforms and messaging options.

Once you've decided on your target audience and set your goals, consider what kinds of messages (content, format, etc.) you want to post. Which social media platforms would be best for getting the message to your target audience?

For some campaigns or education you might want to consider narrow platforms. For these, research special-interest groups within larger social media communities (e.g., mom or parenting groups, or geographic community groups).

6. Assess your available resources.

While most social media platforms are free to use, there are costs that come with running a social media campaign. You might decide you want to buy images, subscribe to an analytic dashboard, or invest in some training workshops for staff.

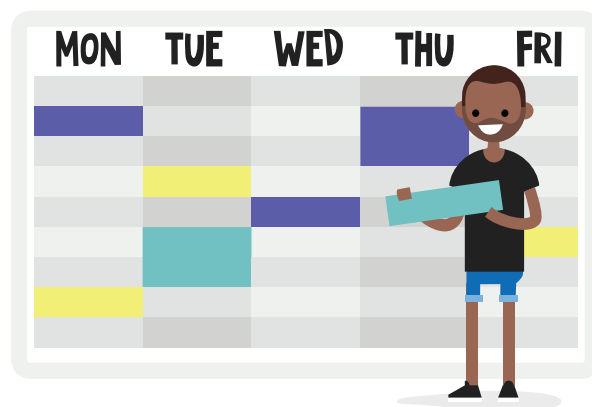
(See the **Budgeting for Social Media** section.)

The most important resource required to maintain a social media presence is staff time. You need to decide the number of staff and the hours per week required to maintain your social media accounts.

For example, if you are recruiting for a single event on Facebook, you may need just one staff person for an hour each day for a short window of time.

However, if you are setting up ongoing Facebook and Twitter feeds, you may need an assigned staff member working at least 10 hours per week, every week,² to maintain these accounts.

7. Schedule.



There are many social media scheduling tools that will help maintain a schedule for composing and posting your content (e.g., Hootsuite, Tweetdeck, and etc.). These tools will remind you to create content and post consistently. You can post spontaneous updates and news, but you can also create content in advance and schedule posting for the date you want. Your content will post automatically when and where you want it to.

(See the **Scheduling Your Content** section.)

8. Maximize your social media efforts.

Whenever possible, make sure your social media channels are giving shout outs (linking, referring, or featuring another entity) to each other. Use cross-promotions and link back to content in your website, email marketing, blog, event promotions, and all other social media promotion and campaign efforts. If great content is only posted in one place, you can reference it from social media and other areas of your website by copying and pasting a link to that post.

9. Evaluate.

When it comes to social media strategizing, one of the most important things you can do is to track and measure the results of your efforts. This monitoring effort will help you see what's working, and what's not.

Thankfully, there are a lot of tools to help (e.g., Facebook Analytics, Hootsuite, and Google Analytics). You may learn you're pouring time and resources into a social media effort that's not getting results. If so, don't stick with the status quo. Tweak it or start over. You want results that show some intended impact. So measure, experiment, adjust, learn, improve processes, and shift tactics if necessary.



Connect social media and organizational goals

How does social media fit into your goals and larger communication strategy? Think about:

- Informing the public about your program/coalition mission
- Recruiting volunteers and staff
- Collaborating with partners and stakeholders
- Managing the organizations' reputation
- Publicizing new program efforts & milestones
- Generating good will with stakeholders (e.g., with gratitude and acknowledgements, etc.)

Time to Choose Your Social Media Platform(s)

Establishing your organization's social media presence can be thrilling, especially when you see results. In the midst of your enthusiasm, you may think, “Hey, let’s set up accounts on all the major platforms!” We understand that feeling, but it’s actually a good idea to start slow.

Managing social media can be challenging, and a bit discouraging if you’re not seeing much action on your social media pages. In the beginning, limit yourself to one or two platforms that are the best fit. It’s better to create a strong, vibrant presence on one platform than to dilute your efforts by trying to manage lots of platforms.



Start small, especially if you’re new to the social media pool. Get your toes wet before diving in.

Focus on

About 80% of nonprofits³ say Facebook is their primary focus for social media. An estimated 1.5 million nonprofits use Facebook pages to build their community.

Check out <https://socialgood.fb.com/success-stories/> to learn how some organizations have used Facebook to support their mission.

Choosing a platform

You may rival celebrities for numbers of daily tweets. You may know Facebook inside and out. You may even post your own hilarious videos to YouTube. Using social media in your personal life is obviously different from using social media in your work. Some questions to ask as you make this shift include: How might some of the familiar platforms help your organization? How have nonprofits used other popular social media platforms, such as Snapchat, Instagram, and Pinterest?

If you haven’t already, check out the section **Introduction to Social Media Platforms** by selecting it from the toolkit menu. You’ll find summaries of each platform’s key features, target audiences, content/formats covered, and reach.

NOTE

For extra help with selecting social media platforms, complete the **Choosing A Social Media Platform** worksheet with your staff.

(REAL LIFE EXAMPLE ON NEXT PAGE)

REAL LIFE: LAND ROVER, WHERE DID IT ALL GO WRONG?



Each platform attracts its own set of users and promotes certain patterns of behavior. Users expect to navigate content in a specific way. If an organization fails to take these expectations into account, there will be problems. One example of a company that made this mistake is Land Rover. The car company created a complicated adventure game on Instagram. Instead of posting gorgeous photos typical of Instagram, it presented a complex interactive adventure with 150 image steps. Instagram users typically scroll through images, sometimes

clicking "like" or quickly commenting. One month into the campaign, only about 450 people liked at least one of the images, and on average each got 15 fewer likes than a regular Land Rover post. This was an expensive way to engage very few Instagrammers!

REAL LIFE: TWLOHA'S SUCCESSFUL INSTAGRAM STRATEGY

Watch this [video](#) to learn about the successful Instagram strategy used by the organization To Write Love on Her Arms (TWLOHA).

NOTE

Visit the web version of the Social Media Toolkit at <https://www.tecc.org/social-media-toolkit/> for more videos and interactive content.

Posting: How Often, When, and What Content?

Let’s assume you’ve now picked one or two social media platforms to work with. A few additional questions are probably coming to mind.

How often should we post?

Some people swear by the general rule: “at least once, and no more than twice, a day” per social media platform. Others have concluded the following are the best frequencies for the top social media sites. Below, see these general suggestions. Of course, you can tailor what you do based on your resources.

Facebook	Up to twice per day
Twitter	At least five times per day
LinkedIn	Once per day, Monday-Friday
Instagram	Once or twice per day

When should we post?

Here’s an overview of optimal times for posting on select social media platforms. Below, see these general suggestions. Of course, you can tailor what you do based on your resources.

Facebook	1-5 PM
Twitter	1-3 PM, weekdays
LinkedIn	1-8:30 AM & 5-6 PM, Tuesdays/Wednesdays/Thursdays
Instagram	5-6 PM, weekdays; and 8 PM, Mondays

What types of content should we post?

If you did a web search right now, asking what types of content to post and how often, it's a pretty safe bet that you would be overwhelmed by all of the suggested rules and advice. As you can see below, most of the advice is conflicting.

Try the 4-1-1 rule	For every four educational and entertaining posts, post one "soft" or "hard" promotion.
Any time is the right time for images	Remember that on Facebook, images are taking a backseat to videos now.
Use the golden ratio: 30/60/10	Post 30% owned content, 60% percent curated content, and 10% promotional content.
Create a 4:1 ratio	For every four "staple" updates publish one different type for variety.
Use the rules of thirds as your guide	Aim for 1/3 of your posts to be your own creative content, 1/3 of your posts to be shared content from other sites, and 1/3 of your posts based on personal interactions that build your brand/organization.

While there are plenty of guidelines out there, there's no magic answer for when or how often when it comes to posting online. You'll discover what works best for your program through trial and error and lessons learned along the way.

In order to get ideas on what kinds of content you should post, we encourage you to check out the toolkit's section on **Content** by selecting it from the toolkit menu. You will find great ideas and strategies for creating written and visual content to engage your target audiences.

SET UP YOUR SOCIAL MEDIA ACCOUNT

How to Set Up Your Facebook Account

Facebook regularly updates the official instruction to [set up a new Page](#).

For a video tutorial of how to set up Facebook, check out the Social Media Toolkit online, and navigate to [this section](#).

<https://www.tecc.org/social-media-toolkit/>

* NOTE

We will be adding similar tutorials for setting up other social media platforms in the future. More step-by-step instructions will become available. Stay Tuned!

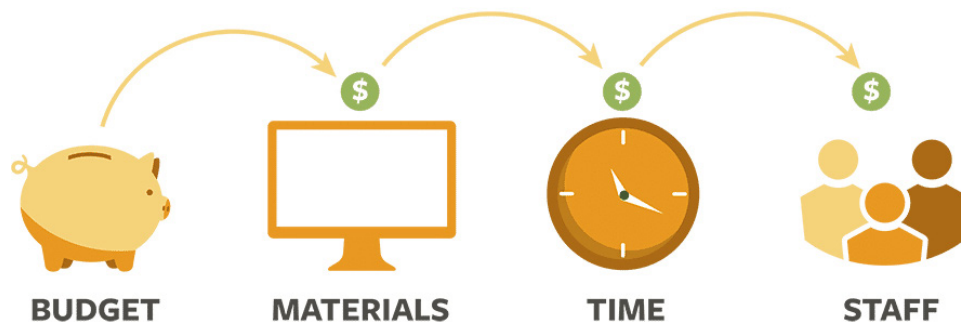
BUDGETING FOR SOCIAL MEDIA

Beginning with a Budget

It might be tempting to dismiss the need for budgeting when it comes to social media planning because there's a general impression that social media is free, or if not free, then very inexpensive.

However, a social media campaign is similar to other big projects. Using social media to its fullest extent requires budget planning. You need to budget for time, staff, and materials.

You may think of allocating resources as planning how to spend money, but there's more to it!



Your approach to this section will depend on what your program already does with social media. We strongly recommend watching the "Initial vs. Ongoing Costs" video below. It can be difficult to tell the difference between these costs, especially when you may have some budget items already in place, but it's an important distinction.

Budgeting Time

Some organizations that launch a social media campaign assume it will run itself, like a machine after it's turned on. Social media doesn't work this way. You will not be able to build a dynamic social media presence if you rely on otherwise busy employees to post content when they get a chance during breaks in between other projects.

It can be helpful to think about your social media work as having four basic activities: 1) posting your own content; 2) responding to comments; 3) reposting other people's content; and 4) evaluating content. The amount of time you spend on these activities will depend on the size of your program and its level of involvement in social media. As you can see below, a small program starting its social media journey should plan on 6-19 hours per week.

Social media time per week for a small program: 6-19 hours	
Posting your own content:	2-6 hours per week
Responding to comments:	1-4 hours per week
Reposting other people's content:	2-6 hours per week
Evaluating content:	1-3 hours per week

Time Management

2 hours per week

If your program has 2 hours per week to devote to social media, you can:

- Make a post on one site.
- Update page/feed/blog.
- Respond to comments.
- Thank volunteers or other stakeholders.
- Follow a new Facebook page or Twitter account.
- Repost something from someone you follow.

10 hours per week

If your program has 10 hours per week to devote to social media, you can do everything listed in the 2-hour section, plus:

- Create content.
- Post twice per day (morning/afternoon).
- Create a short video project.
- Create graphics (banners, avatars, shareables).
- Respond to comments daily.
- Check out relevant web and social media sites.

20 hours per week

If your program has 20 hours per week to devote to social media, you can do everything listed in the 10-hour section, plus:

- Evaluate your social media posts from last week or last month.
- Develop a new campaign.
- Create a longer video project.
- Meet with your team about goals and objectives.
- Respond to comments 2-4 times a day.

40 hours per week

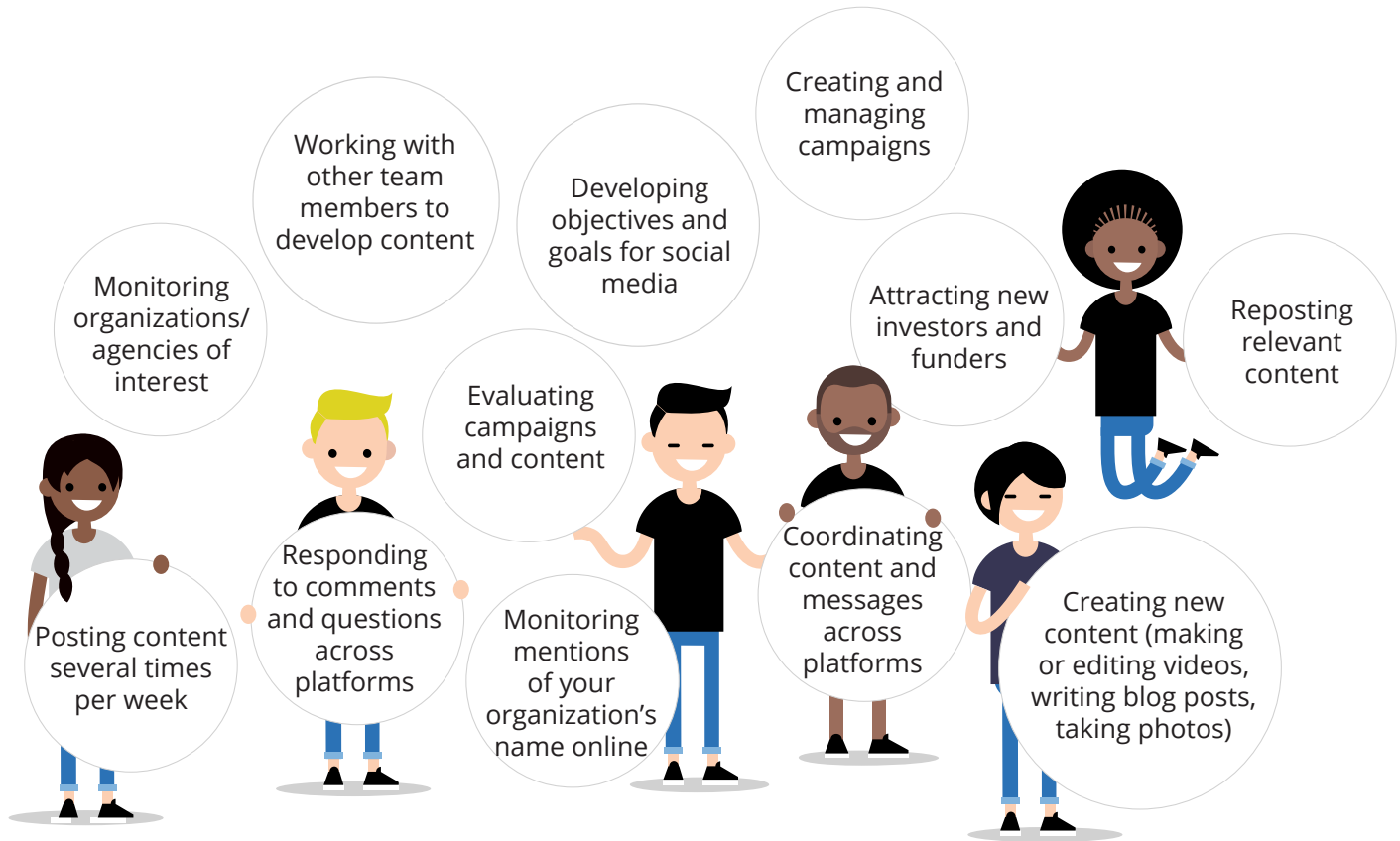
If your program has 40 hours per week to devote to social media, you can do everything listed in the 20-hour section, plus:

- Evaluate progress toward community engagement goals.
- Train new staff.
- Plan your steps for the next 6 months to a year.

Staffing and Managing Social Media

Managing a program's social media presence is obviously a big responsibility, requiring talent and skills in both communications and social media.

"What does managing social media involve?"



Depending on your budget and staff availability, you can cover all or only some of these social media management tasks. For some organizations, covering the four areas outlined in time budgeting is enough. But for others, there may be resources and staff to cover all of these tasks.

"How do I figure out who's going to be in charge of all of this?"

Here are three popular strategies for staffing and managing social media content. Each one has distinct advantages, disadvantages, and costs. It's up to you and your team to figure out what will work best.

Strategies for Social Media Management

WHO	PROS	CONS
Volunteers or interns	Add valuable resources to your program by donating their time and talent	Add valuable resources to your program by donating their time and talent
Existing staff members	<ul style="list-style-type: none">• Use existing talent—you know they're good!• Save money—maybe just a shift in duties or a small pay bump• Long-term commitment—they're here to stay	Too busy—if they have a lot on their plate, social media might fall through the cracks
Outside hires - Subcontractor or members	<ul style="list-style-type: none">• No other job tasks—all social media, all the time• Expertise—they know social media	Higher cost—greatness has its prices

Social media team members: Interns

It is tempting to ask your volunteers or interns to take on a lot of responsibility for your social media project. Their hours usually don't cost you as much as other staff, or not at all. Not to mention, young volunteers and interns are tech natives—they know all the trends and tricks of social media.

Interns and volunteers are usually enthusiastic people who believe in what you're doing and feel committed to your work. However, **there is a difference between consuming social media content and developing it.**

To make your social media presence a success and get more followers actively engaged, you need a content manager who has experience with both communications and social media.

That's not to say you can't have volunteers or interns on your social media team. They can bring talent, skills, and creativity. They will do their best work, though, with someone to help guide them and to keep your social media presence going when they leave.



Need some help narrowing down roles? Check out the [Roles and Responsibilities Worksheet](#) devoted to mapping out social media team member roles and responsibilities in the next section, **Organizational Policies and Procedures**.

Materials

Everyone wants to have the newest, shiniest tech gadgets. When you start to look around your office and take inventory of what you have, it's easy to think you need to upgrade everything as soon as possible.

You might think:

"What can I do? I have to convince my boss we need new computers!"

New hardware like the latest computers and stylish software is great, but you can launch and manage a fabulous social media campaign without buying the newest Apple computer, professional digital camera, or licenses for Adobe Premiere for everyone on your team.

TERMINOLOGY

Operating system (OS)

This is software that tells the computer how to run. The most popular for desktop computers are Windows and Mac.

At the bare minimum, you need a computer running a recent (and supported) **operating system** and a smartphone with a decent camera. There are many free image editing and video editing programs available with easy-to-use tutorials.



Which OS (operating system) is your computer running?

You will probably need a recent version for some software (video editing software is notoriously demanding) and for later software updates. Before you buy or download software make sure it's supported on your OS.

Once you have the basic materials covered, you can decide how you want to spend your money. Do you want to use videos? Videos are a great way to engage followers, so it might be worthwhile to buy a camera, tripod, and lights. Do you want to evaluate your social media presence? You might want to upgrade to paid analytic and evaluation tools.

Check out the chart below to get a general idea of what some materials might cost. The prices quoted are for larger organizations that need to install the software on many computers (e.g., computer systems for 25+ social media managers, staff, and interns). A smaller program with a single social media manager won't need to pay a \$500 per month premium.

	EQUIPMENT	VIDEO/IMAGE EDITING SOFTWARE	EVALUATION SOFTWARE
NO BUDGET	Computer for this decade, smartphone	GIMP (free), iMovie (Mac only) (free), VSDC Free Video Editor (free)	Socialmention.com (free), Sociall-searchers.com (free), Google Analytics (free), Buffer (free - \$400/month)
SOME BUDGET	Tripod, microphone, DSLR camera	Filmora (\$40/year, \$60 lifetime, \$180 for multiple computers), Lightworks Pro (\$25/month, \$175/year)	HootSuite (\$0/\$20/month - \$500/month), Sprout Social (\$60/month - \$250/month), Trackur (\$97/month - \$447/month)
UNLIMITED BUDGET	Top-of-the-line computer, cameras and other equipment	Adobe Premiere Pro CC (\$30/month for single app or \$70/month for all 20)	\$99Social (\$99/month), Hubspot (free - \$240/month)

This equipment and these software programs are examples only—you can consider whether or not you need to budget for upgrades, based on your specific needs.

Budgeting for Ads and Promotional Content

It feels good to get new followers and see activity on your channels. What you're really after, however, is making an impact on a lot of people and improving community health. Advertising on social media is one way to help you reach a broader audience more quickly.

1. Make a plan and set goals.

Create an ad budget that supports your scope of work and track your expenses. Clarify your reasons for spending time and money on ads. For example, paid social ads are a great way to launch a campaign, disseminate important information or announce an event.

A little budget can go a long way. In fact, some platforms require you to specify what your daily spend budget is and guarantee impressions based on that amount.

2. Target your ads for time, place, and audience.

Time: If you're advertising for something time-sensitive, keep it timely. You don't want to keep an ad up for weeks after what should be its expiration date.

Place: You can spend a lot of money to show your ad all over the country, but it's likely a waste of resources given your focus on California. You can target down to a very small geographic area and focus on the people you're trying to reach. And the good news is that the smaller the region, the less it usually costs.

Audience: Specify the demographic elements that are important to your campaign: age range, race/ethnicity, gender, etc. You can

even run slightly different ads for different groups. This pays off for a few reasons: 1) you reach your target audience, 2) each user will feel like you're appealing specifically to them, and 3) you can test the effectiveness of ads for specific groups. For example, you may find that the ad you ran for men had little engagement, but when you ran it just for young women, engagement was off the charts. You can test what works for different groups.

3. Make your ads/promoted posts look good and work well.

Spend the time to make your ads eye-catching. Your ad needs to stand out enough that people will want to watch or click on it for more information. A great photo makes all the difference.

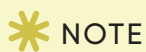
Also, make it easy for people to navigate to relevant information. A banner advertising a campaign should link to the campaign webpage. An event ad should link to a page about that event. If people struggle to find information, they'll move on to something else.

4. Be clear.

Your ad should send a crystal-clear message to your audience. In public health terms, your ad is a call to action. You're showing them something so they will do something. If you elicit a strong emotion—positive or negative—people will want to engage.

5. Try and try again.

Social media advertising is challenging and requires some practice to get right. You may not hit the winning formula on your first tries, but keep experimenting. If an ad doesn't work, drop it and move on. Evaluate successes and failures, and find ways to make improvements.



NOTE

HOW SOCIAL MEDIA FEEDS WORK

Social media platforms change how they feature content based on industry trends. Therefore, platforms such as Facebook could change their algorithm to focus more on ads or paid posts, and less on organic posts. If you don't have budget for boosting posts or to place ads, don't be alarmed if your posts are not "on top of the feed".

REAL LIFE: PAID SOCIAL POSTS TO PROMOTE TOBACCO EDUCATION MESSAGES

A local California public health agency, Coalition Engaged in Smoke-free Effort or CEASE used Facebook's ad targeting tools to locate their audience and serve them educational messages.

- 34- 54 year olds
- Parents
- Female/Males
- Within their zip code
- Interests included: health and parenting

The ad message touched on the health harms of e-cigarette use on the adolescent brain and heart. The post reached almost 8,000 people.

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REAL LIFE: SOS CHILDREN'S VILLAGES - NORWAY'S "WOULD YOU GIVE YOUR COAT TO JOHANNES?"

This [video](#) gives viewers a clear message: Step up and help Syrian children who need coats.



Costs of Ads by Platform

Facebook	Ads at \$2/day to an unlimited budget Promoted posts at \$5 and up
Twitter	Cost depends on the budget and bid
Instagram	\$0.20 to \$2 per click
Snapchat	\$10,000+ per month
Instagram	\$10+ daily or total campaign budget \$2+ per click or per impression

Real Life Example of Facebook Ad Budget

Focus on



Targeted Campaign

Goal: Reach 30,000-150,000 of Tulare, California residents, ages 25-64, with an interest in tobacco control, public health, quitting smoking, and lung diseases.

Posting Frequency

- Post 2 times per week
- Total of 8 posts per month

Cost

- \$500 to \$1000 per post
- Total monthly budget: \$4,000 to \$8,000

The team reviewed their goals, which enabled them to specify:

- Who should see the ad
- What organizations they were interested in
- Where they were located
- How much they wanted to pay

In total, the Facebook ads were able to reach 28,000–74,000 users around the Tulare area who had an interest in lung cancer prevention and quitting smoking, all for about \$500 per ad.

Pretty impressive!

SOCIAL MEDIA POLICIES & PROCEDURES

9 Tips to Guide Your Policy

Social media policies and procedures help you and your team members stay on the same page and keep your vision on track.

A good starting point is to familiarize yourself with your larger agency's social media policies—you'll want to stay in alignment with these. Often, it can be helpful to have additional policies for your department, team, or project that specifically suit your needs.

There are examples of social media policies on the Internet that you can use to inform your own. You might find one that suits you or you might want to start from scratch. Use the guidelines below to help you put together your policies and procedures.

1. Identify your team and assign roles.

A task won't get done if no one is assigned to do it—even an enthusiastic intern might not put your social media work on the top of their to-do list if they don't know the plan. You'll need to identify who will work on your social media and specify what they're going to do.

If your social media "team" is just one person, this process will be simple. Your team might involve a lot of people, however, and that can make it more complicated to assign roles (e.g., who will post new content, who will respond to comments, who will cover for someone who is out sick).

It's helpful to clarify everyone's individual responsibilities from the beginning. Your written policy should outline these roles by title. We've created a "[Roles and Responsibilities Worksheet](#)" to keep roles and responsibilities clear as you go along.

* NOTE

Organizational policies may also be called business rules. You also may have special media campaign policies for rules for a particular project.



Social media team members might include:

- IT (information technology) folks
- PR (public relations)/communications people
- Legal team members
- Information officers
- Content Experts

2. Stay connected to your organization's goals and values.

People who visit your various social media pages should see a common thread that links them all together. That thread should be guided by your program and organization goals and values.

Your social media presence is a window looking into what your program does. It also supports your organization's larger efforts. By linking your social media, program, and organizational goals, you create a unified message that is consistent across all of your organization's work.

Use the **Organizational and Social Media Values Worksheet** to identify your organization/project's mission statement and start exploring your goals and values. Your mission statement will become a part of your policies and procedures and offer guidance on your social media posts. Your posts should always reflect the values of your organization, no matter who has created the content, or what platform you are using.

3. Take control or let it go.

Which of the paragraphs below appeals to you?

"When you are representing DOI or a bureau in an official capacity, DOI or the bureau is responsible for the content you publish on blogs, wikis, social networking Web sites, or other forms of social media. Assume that any content you post may be considered in the public domain, will be available for a long period of time, and can be published or discussed in the media—likely beyond your or DOI's influence."

– **US Department of the Interior**

"Think twice before posting. There is no such thing as 'privacy' in the world of social media. It is a public forum, and posts can be accessed for years to come. They can turn up in search engine results attached to your name or the post's subject matter. If you wouldn't say it in class, at a conference, or to a member of the media, consider whether you should post it online."

– **Tulane University School of Public Health and Tropical Medicine**

Both of these are saying the same thing: content posted online is not private, so be careful. It's the language used in each that is very different. The Department of the Interior's rule sounds official, even legalistic, while the Tulane University rule sounds more casual.

Social media policies can go one of three ways:

Formal	Hybrid	Relaxed
Employees are actively monitored by supervising staff. <ul style="list-style-type: none">• Complex, legalese wording• Policy may act as a legal contract for employees	Policy may borrow some points from the other approaches.	Guidelines are casual and permissive. <ul style="list-style-type: none">• Simple language that's easy to understand• Emphasis on employee empowerment• Common sense rule

When developing your policies, choose the tone that's right for your organization. Check out our “Social Media Policy Comparison” video below that looks at policies from the [Smithsonian Institute](#) and the [Kern County Public Health Services Department](#).

4. Describe what staff should and shouldn’t post.

If you are someone who prefers to have more control over social media efforts, you are probably already thinking about all the things staff can post—and where posts can go wrong. You’ll want to clarify an approval process that covers acceptable content and scheduling.

Here are some examples of the kinds of content people might post:

- Reposts from other tobacco control organizations, credible news outlets
- Testimonials Photos of volunteers or coalition members at events
- Current event posts relating to tobacco control topics
- Event or campaign announcements
- Making-of or behind the scenes
- Topical or evergreen messages
- Webinars you’ve made or used
- Community highlights
- Quit aids/resources
- New research
- Guest posts

There are a lot of options for content. You may want your staff to post some of types of content more often than others. For example, a fun post about your colleagues’ Halloween costumes is great every now and then. If your organization posts about silly things frequently, however, people might not take you seriously.

It might be obvious that your organization shouldn't post a lot of silly content, but it might not be obvious that your social media team needs to post a variety of different types of content, or risk losing followers. If you spend a week posting daily text-only updates about your project and there’s not a lot of new work to report, your followers will get bored.

It’s more fun and engaging to feature a variety of posts. If you want to limit what can be posted or you want only specific types of posts, be sure to clarify this in your policies and procedures.

5. Casual vs. professional.

Social media has a reputation as a fun, carefree space. You can use casual posts to highlight your staff and make your team more approachable. You also have a professional reputation to maintain. If you're with an informational organization, being too informal can diminish your authority. On the other hand, if your posts are too professional or academic, your risk limiting your appeal and losing followers. You might choose to make some campaigns informal and some more formal. No matter which tone you choose to use, illustrate it with examples in your policies and procedures.

6. Confidentiality.

One of the biggest challenges with social media is maintaining a level of privacy. It's important to have privacy policies for employees. Make sure employees know what is and isn't appropriate for the internet. Privacy policies might cover content such as phone trees, sensitive documents, or photos of people who may not have signed permission.

KEEP YOUR (AND OTHER PEOPLE'S) CONTENT SAFE!

7. Consider content and copyrights.

You've worked hard to create your content—don't let other people take the credit! Consider tagging any images in your post with a watermark so people will know the original source. One way to do this is to add your organization's logo to images—you not only get credit but you have increased your organization's visibility. Before you embed a watermark, make sure you own or have licensed that photo. Photo rights need to be included in your organizational policy because misusing an image can cause legal problems. If you didn't take the photo yourself, you should keep a record of where it came from and/or your license agreement to use it.

In this technological oversharing age, it's very easy to repost content you didn't create. Reposts from credible organizations on Facebook or Twitter are probably fine—but make sure your staff knows that if they aren't sure about the origins of the content, they shouldn't repost it. Check in with your organization's legal team about copyright considerations. You may want them to review your policies and procedures to make sure everything is legal and stated appropriately.

8. Special policies.

While working on your social media policies and procedures, it's a good idea to anticipate special circumstances that might require temporary rules that take priority over regular guidelines. For example, if your organization generally follows a laid-back social media policy, but launches a special campaign that features precise or intricate data, your social media team will need to be especially careful to publish facts correctly. In this case, special rules for the campaign might require employees to follow additional steps to ensure correct information is posted.

9. Put the policy in the right place.

After all the worksheets, charts, and discussion, your team should have a social media policy ready to go. Now you need to decide where to store the policy so it's easy to find. If you have a large team, it might make sense to keep it in your employee handbook. If there are just one or two team members, it might make sense for them to have individual copies.

BUILDING YOUR COMMUNITY

What Are Online Communities?

You're probably familiar with the role of communities in your life. You may have strong ties to a neighborhood, or actively participate in a particular interest group. In a culture that has come to expect 24/7 access to information and ideas, many communities are now online.

Online communities are groups of people who communicate using interactive social media tools such as discussion boards, chat rooms, content sharing networks, and messaging.

You name the topic, and there are bound to be online communities that have formed around it, connecting people who share interests. Examples include: [parenting](#), [marathon running](#), [gluten-free cooking](#), people living with [cancer](#). The vast array of online communities is impressive.

These communities give us a way to quickly and freely share information, experiences, questions, resources, and advice with people who share common interests. They allow people **from anywhere in the world** to connect, putting the “social” in social media.

While they can be fun and inspiring, online communities can have their share of problems. That might not be surprising. Traditional communities often have a few troublemakers, why wouldn't online communities? When it comes to the online behavior of these communities, there's a familiar mix of the good, the bad, and the ugly.

THE GOOD

Online Communities can be positive, supportive, engaging places. Help create and foster these scenarios.

- Community members share advice, resources, referrals and ideas.
- Community members show empathy for other members' stories and situations.
- Positive online comments, likes, hearts and thumbs-up dominate the interactions.
- Strong numbers turn out for online gatherings and events.

THE BAD

These include community behaviors you want to diffuse or redirect. Consider tired warnings before giving those exhibiting bad behavior the boot.

- Community members use obscenity or insulting language.
- Members use community forums to sell or advertise products or services.
- A member routinely debates everyone's comments.
- Social exchanges devolve into online shouting matches.

THE UGLY

These include unacceptable behaviors, period. They're gone. Bye-bye now.

- A member posts hate speech directed at an individual or group.
- A member bullies or attacks other members.
- A member hacks people's personal accounts or tries to steal their identity.
- A member exhibits **cyberstalking** or clear patterns of **trolling**.

Because these good, bad, and ugly behaviors all happen online, organizations need to develop guidelines for users. These guidelines should be welcoming but clear: "We're so happy you're participating in our community. Here's what's allowed, here's what's not, and here's what happens if you don't follow the rules."

Your goal here is to create and promote an awesome, kind, educational online space where people can feel safe and free to talk and disagree with each other in respectful ways. No one (except the troublemakers and trolls) wants to participate in a community that condones hate-speech, profanity, name-calling, and disrespect. Online communities need to be positive places to gather. Your organization needs to help make that happen.

TERMINOLOGY

Cyberstalking

Cyberstalking is a criminal practice whereby an individual uses the Internet to systematically harass or threaten someone. This crime can be perpetrated through email, social media, chat rooms, instant messaging clients and any other online medium.

Trolling

The posting of frequent, inflammatory, offensive, and/or off-topic messages in an online community with the intent to provoke readers' emotions and disrupt normal discussions.

For more, watch this video:

Dealing with Trolls



Guiding Your Online Community

Social media platforms generally have their own online community guidelines, but these vary across the platforms and their enforcement might not be consistent. Given that your social media accounts represent your organization to the public, it's a good idea to establish your own rules of conduct for members of the community to follow. These can be short and located on your [webpage](#), [social media page](#), or both.

"Respect each other—we're all equals."

"Be cool. Play nice!" "No shenanigans!"

Consider your organizational approach as you decide on the tone to use with your community. If you're unsure, we suggest a voice that is friendly, but professional in tone.

You want your members to read these guidelines, so keep them simple, straightforward, and short. You can always say something briefly in the guidelines and link to a longer explanation if needed. Here are 10 pointers:

1. Start with the basics.

Tell users who you are, and what your organization's online community is offering them. Set the tone in the room. For example, [Johnson and Johnson's Social Media Guidelines](#) begin like this:

The Johnson & Johnson Family of Companies... strives to create informative, engaging, supportive communities where we can share information and have conversations. We'll do our best to talk candidly about the topics that are important to you, listen to your feedback, answer your questions and be transparent about sharing information and providing our perspective.

2. Require respectful behavior.

Let your community know they can disagree, have debates, and even express frustration or disappointment, but there's a respectful and a disrespectful way to do it.

If this seems like a "gray area" to your community, spell out the types of comments and online behaviors that will earn them a warning or get them booted.

(See box on next page for how this can be tricky.)



Why “gray areas” are tricky things.

Over at the social media platform Pinterest, the “SAFETY” portion of their guidelines states:

“Our team works hard to keep divisive, disturbing or unsafe content off Pinterest. Some types of content we delete, other stuff we just hide from public areas. We remove porn. We may hide nudity or erotica.”

Do you see the potential problem here? After all, one person’s artful erotica is another person’s offensive porn.

Pinterest gets to make the call, of course. But if members feel there are gray areas when it comes to defining these terms, we wouldn’t be surprised.

Try to remove as much gray as possible from your guidelines.

3. Spell out participation rules.

When you tell your users up front there are rules for participation, it makes it easier to respond when someone acts inappropriately. Community members know what is expected, and you have a clear set of guidelines for how to respond.

For example, the [TobaccoFreeCA Facebook Comment Policy](#) outlines guidelines in support of a spam-free, family-friendly community experience. The organization offer examples of things you can’t do on its page—like swearing and personal attacks—and explain that such content will be removed. Posters will receive the warning that they’ll eventually be banned if such postings continue.

4. Make clear and specific guidelines.

The statement, “No rude or offensive comments are allowed”, is actually vague and subjective—what’s rude to one person may be funny to another. Better wording would be: “We will moderate and delete any posts that degrade others on the basis of their gender, age, race, ethnicity, sexual orientation, or abilities”.

5. Explain (and stick with) your content moderation process.

Spell out your terms for the community, and make sure to follow through. Will you have a zero tolerance policy, or perhaps use a tiered warning system? Are comments reviewed prior to posting? If so, how long will that usually take? If you say certain types of comments will be deleted, delete them. And if you claim zero tolerance policies, don’t drop that ball. Be consistent and follow through.

6. Remind users to protect everyone's privacy.

Remind users that their comments are public and not to post anything they wouldn't say in public. It's an important reminder since people sometimes act out online in ways they wouldn't in person. Also, caution everyone NOT to give out personal information, their own or anyone else's. This includes not only names and personal contact information, but also the use of personal images without consent.

7. Explain what your online community is NOT for.

Many guidelines remind members that their online community is not the place for selling, advertising, soliciting donations, campaigning, or fundraising. You may be surprised how much of this stuff sneaks in, often in subtle ways. For example, someone writes an interesting comment on an approved topic, and includes a link back to their own article, cause, product, or campaign while they're at it. That's usually a no-no.

8. Mention copyright and intellectual property rules.

We all love posting content online, often with perfectly thoughtful, fun, or helpful intentions. It's important to consider the issues of intellectual property and copyright restrictions. Because these topics are complicated, we suggest you do as Twitter does. Keep this information short and simple in the [guidelines](#), but give users links to the more comprehensive [legal information](#).

9. Talk about sensitive subject matter guidelines if relevant.

Some online communities address (or allow users to explore) topics of a fairly sensitive, personal nature. In communities like these, some members may find personal content like photos of breastfeeding or stories about addiction shared by other members disturbing. While a tobacco-related site probably won't feature such sensitive posts, it could happen. Your guidelines need to address how that type of content will be handled.

10. Make your guidelines easy to find.

Help users find your guidelines by providing easy-to-spot links to them on your website, Facebook page, and/or blog.

If you feel like you need additional inspiration to draft your community guidelines, take a look at some examples from for-profit, nonprofit, and social media organizations below. These samples display a wide range of tone and style.

For-profit online community guidelines	Nonprofit online community guidelines	Social media online community guidelines
<ul style="list-style-type: none">• Johnson and Johnson• Ubuntu• Remind	<ul style="list-style-type: none">• The Arc• CDC’s Social Media Public Comment Policy• Fresno County’s Dr. Bird Facebook Terms of Use	<ul style="list-style-type: none">• Twitter• Pinterest• YouTube

Engaging Your Online Community

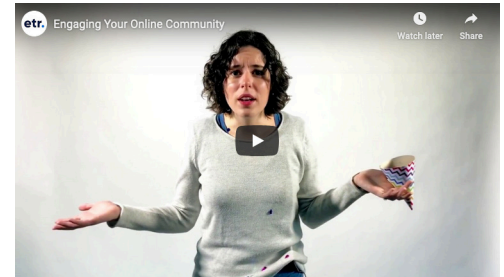
“The classic community mistake is to use a network to drive information out into the public as opposed to creating a compelling experience for members.”⁵

Think for a moment about an online community that you visited at least a handful of times. What about it made you want to keep coming back?

Maybe you found like-minded souls who shared your values or challenges. Maybe this community helped you problem-solve an issue with advice or referrals. Or maybe it was just fun, comforting, or educational.

Now ask yourself, how can your organization engage your community members by delivering something of value to them? What do you think they want from your online community? What do they not want—in fact, what might chase them away really fast?

VIDEO: [Engaging your online community](#)



Every online community is unique, but here are some common factors to think about.

Online communities want:

- A place to meet others with common interests.
- A place to problem-solve with others who share interest in or have knowledge of common issues.
- An organized, easy-to-use place to find relevant, user-friendly content and resources.
- A place to share personal stories and experiences.
- A safe, respectful, moderated online environment where guidelines are followed and enforced.

Online communities don't want:

- Daily updates on your project (however valuable, avoid information overload).
- High-level technical information instead of user-friendly content.
- Advertising blitzes by the organization or its members.
- An online community where guidelines aren't enforced, and participants feel harassed/unsafe.

Four Strategies for Engagement

Now that you know what people in online communities want, and just as importantly, what they don't want, let's take a look at four specific strategies for engaging online communities.

1. Content matters.

The content on your website and social media pages is arguably the most important thing driving community engagement. To engage your community, content should be interesting and relevant to your community. Content that is visual, fun, or that has an emotional impact can be very powerful.

We've devoted a whole section of this toolkit to this topic (see the **Content** section by selecting it from the toolkit menu). The short take-away here is this—make your content shine to keep users coming back for more.

2. Remember to encourage active community participation.

There are a lot of reasons why people choose to passively participate in online communities (and by that we mean they look at content, but never post or comment). Some want to find information, or follow people's comments and debates, but are uncomfortable speaking up. Others don't have the time or just don't want to start posting. That's okay. Even passive visitors are engaging with your community through their presence.

It's important to throw out an encouraging invitation to everyone who comes to your site

to actively participate. Some need an extra little nudge. You can invite them to:

- Post comments on your latest blog or article.
- Offer feedback on a proposed policy or program.
- Vote on their favorite logo or PSA ideas.
- Participate in a quick online poll or survey.
- Join your organization's discussion boards, chat rooms, and webinars.
- Like or share posts. While these don't fill up the comments section, they are valuable in getting your content noticed.

Encourage user submissions, too. Ask for writings, photos, or videos to share. If a community member posts photos of your conference booth, your staff, or anything else that would be great to showcase, send a quick message through the platform asking if you can repost. Include a shout-out for their submission. Showcasing community member contributions inspires other people to contribute, or at least to engage a little more.

3. Respond thoughtfully to positive comments.

When someone takes the time to post a positive review, share your content, or leave some words of thanks, it's a great idea to respond.

It's a basic rule of human engagement that we're more likely to want to show up and participate if people acknowledge our efforts.

Depending on your social media staffing, capacity, and how heavily you are using social media, you may wonder what types of interactions warrant a response. For example, a user posting a photo of your organization at an event might need a response, while a general "love your site!" comment might not. It's helpful to put together some **response guidelines** for staff clarifying what types of comments do or don't require a response.

If you do have the time and resources, take a moment to post a "thank you for your nice feedback," or "we're happy that you're happy!" response. A small effort will go a long way with your users.

4. Respond appropriately to negative comments.

We sincerely hope you never get a negative comment on your social media pages. However, because negative comments appear online regularly, you should be prepared to address them.

Have your community guidelines ready. Your guidelines should cover both how you define inappropriate comments, and how you respond to them. This way, your community has been given advance notice, and you have a way to answer any question about being flagged or having comments deleted.

Distinguish between types of negative comments; there are different types of negative comments that come up. You need to evaluate both the content and context of what's being said to figure out how best to respond. Here are some examples adapted from real social media response guidelines to help you evaluate and respond to negative comments.



Is the comment coming from an engaged critic offering suggestions or respectful disagreement?

Treat these comments with respect and respond to them publicly. Briefly name the critic, but address most of your comment to the larger community.

Example response: Thank you, Frank, for sharing your constructive suggestions for reframing our current poster campaign. We encourage feedback from all members of our community, and carefully weigh these ideas for improving our program efforts.



Is the comment a genuine complaint over the way a recent event was handled?

Legitimate complainers should be offered public, respectful answers on the original social media channel.

Example response: We appreciate you sharing your concerns about the RSVP process for our recent meeting . We are working to address any confusion created by our current procedures.



Is the comment coming from someone launching an out-of-nowhere attack on your organization or its mission?

Consider the language and tone of the negative comment. If posts violate your community's guidelines (e.g., hate speech, profanity, or threats), they should be removed immediately, with or without an explanation to the poster. If the behaviors continue, the troublemaker should be removed from the community.

Example response: Please note that your recent post is in violation of our community guidelines ([click here](#)) that disallow threatening comments. It has been deleted. Per our guidelines, guests with community violations of this nature are removed from the forum.

Social Media Crisis Plan

Does your organization have a social media crisis plan?

Social media crises are situations where you “hope for the best, but prepare for the worst.” As one social media analyst observed, it’s important to have a game plan in place ahead of time, because:

A social media crisis can begin chipping away at your carefully crafted reputation in seconds.⁶

Social media crises can stem from a whole host of issues. Consider these possibilities:

- Poorly timed posts that make your organization sound tone-deaf or insensitive to current events.
- Misguided posts (e.g., using humor when a situation calls for solemnity).
- A poorly worded social media statement, tweet, status update, etc.
- Accidental social media communications that are sent to the wrong parties.

It’s also possible that your organization could experience an internal crisis that becomes social media fodder. Whether the crisis begins off- or online, your crisis management strategies should take place on social media as well as through other communication channels.

Basics of a social media crisis communication plan

Since social media crises happen quickly, they demand a fast response—waiting even a day can harm your organization’s reputation. That’s why you need to have a social media crisis communication plan in place. Here are some basic strategies for creating one.

Choose a point person. Your organization needs to have someone formally assigned as the initial point person or lead for dealing with social media crises as they occur. The point person is in charge of initially evaluating the nature of the crisis and following the agreed upon plan for next steps. These next steps include: who needs to be contacted within the organization, what needs to be done in terms of organizational response, and etc.

Design a strategy for evaluating/coding crisis levels. Think of how you will categorize or code the different types of crises you may face. (Refer to the following infographic, **Responding to a Social Media Crisis**, in the next section for inspiration.) The idea here is to first code the crisis as a low-, middle-, or high-priority crisis based on the type of “trigger” events that have occurred.

Determine the appropriate response strategies and staff who should be notified and involved.

The higher the crisis level, the higher the likelihood the response process will involve more parties, including PR specialists and senior management.

Use social media wisely to respond to a crisis. Even large companies with social media crisis plans and highly paid PR consultants can make social media mistakes. The furious pace of social media commentary about an incident can force a rushed social media response—and those can backfire (e.g., see the United Airlines example in the next section). Clearly, there is a timing challenge. If you wait too long to respond, the fire can spread. Respond too quickly in a panic and the odds are higher you'll make mistakes in tone, language, and intent that can offend people further.

To avoid these pitfalls, social media consultants suggest:

- Carefully evaluate/listen to the public response.
- Respond quickly but thoughtfully, with organizational input on your response before posting.
- Include a sincere apology for any harm or mistakes caused.
- Clearly how you are working to fix/address the problem so it won't be repeated.
- If relevant, note what you have learned from this mistake.
- If relevant, tell people how they can get further information about the issue.
- Share this message across both your social media and traditional media platforms.

A crisis can start on your own social media sites, but it could also start on other sites. This is one reason it's important to monitor what's being posted about your organization. There are a number of ways to monitor other sites. You can use social media dashboards and targeted alerts to watch for any mentions, key hashtags, or comments concerning your organization or senior staff. Make sure you have staff time allocated for monitoring across social media channels and responding in a timely manner.

Responding to a Social Media Crisis: A Communication Strategy

When a social media crisis hits, one of the first things your point person should do is evaluate the seriousness of the crisis. Once you determine the level of crisis, you then respond according to your plan. One common coding scheme is green, yellow, and red. You may choose a different plan, but below are some examples that use this kind of rating system (adapted from real social media communication escalation processes).

CODE GREEN (lowest level response)

Types of triggers

- Inappropriate posts from followers, fans.
- Improper posts that degrade your organization, its employees, or partners.
- General negative feedback from commenters.

Strategy

- Reply to poster in comment thread; mention the person by name; reply with template responses if relevant.
- If situation continues to escalate, invite poster to private message offline.
- Strategically, every post (positive or negative) deserves a response.

Social media point person response

- Respond to comment.
- Take commenter offline if appropriate.
- Alert management.

Management response

- No action required; informational only.

Senior leadership response

- Not Applicable

"Management" here means immediate level of manager(s) and **"Senior Leadership"** can be the head of a organization or someone representing the organization, such as an board member.

REAL LIFE

An example of code green

Carie Lewis, Director of Emerging Media at The Humane Society of the United States (HSUS) notes⁷ that their social media followers are savvy people with strong feelings about animals. HSUS has three full-time staff members managing Facebook and Twitter accounts, where their constituents are commenting most frequently.

While much of the talk is positive, negative comments are common and include critiques of HSUS commercials, direct mailing campaigns, and controversial issues like exotic pet ownership or kill-shelter practices.

A formal comment policy helps guide HSUS's responses. Their policy is to respond to everyone who asks a question, positive or negative. They consider the commenter's tone, influence (such as, do they have a big audience?), and the frequency of that commenter's postings.

CODE YELLOW (mid-level response)

Types of triggers

- Disgruntled people who use tobacco products or tobacco retailers who sell products.
- Negative feedback related to an organizational initiative, study, or data-focused post.
- Negative feedback related to a partner organization's activities.
- Inaccurate information generated by your own organization.

Strategy

- Further investigate issue/controversy.
- Prepare messaging to address comments individually or use a form.
- Deeper monitoring of each situation as needed.

Social media point person response

- Draft response.
- Alert PR contractor, senior leadership, and/or public information officer to review draft response.
- Alert management.

Management response

- Approve response.
- Alert senior leadership.

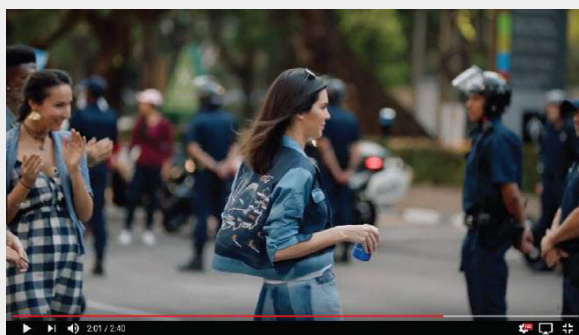
Senior leadership response

- No action required; informational only.

REAL LIFE

An example of code yellow

Audiences were none too impressed when Pepsi created a commercial starring celebrity Kendall Jenner. The issue? She plays a model who decides it's her job to deliver a peace message at a racially diverse rally by offering a can of Pepsi to a police officer. This tone-deaf ad went viral for the wrong reasons. Critics wondered why a privileged Kardashian family member would be depicted as a social activist, and how Pepsi so misjudged both contemporary protest movements and their youth target market. Pepsi took responsibility and quickly pulled the ad, conceding they had "missed the mark," but not before the court of public opinion had their say.



CODE RED (highest level response)

Types of triggers

- Sudden shift or major announcement around tobacco industry, legislation.
- Major on-site emergencies.
- Specific user-generated threat to your organization, employees, partners or broader industry.

Strategy

- Secure screenshots of any incorrect/inappropriate information.
- When feasible, report inappropriate content (e.g., on Facebook page).
- Contact internal teams (e.g., executives, communications, human resources, etc.) and activate escalation of issue as needed.
- Contact external parties as necessary, including legal, and law enforcement.
- Deep monitoring of situation required.

Social media point person response

- Secure information for records.
- Alert social platforms as necessary (e.g., Facebook, or Twitter).
- Alert PR contractor, senior leadership, and/or public information officer to for situation strategy session.
- Alert management.

Management response

- Review PR contractor situation strategy; alert senior leadership.

Senior leadership response

- Determine action from approved situational strategy.

REAL LIFE

An example of code red

United Airlines found themselves deep in social media crisis mode in April 2017, after an overbooking fiasco led to requests for four paying passengers to disembark for compensation. One passenger, a doctor, refused, citing his professional responsibilities to his patients. Security physically dragged him off the plane, giving him a concussion when his head hit a seat. The whole incident was recorded by passengers using their cell phones and then posting videos that went viral on social and traditional media. One passenger's video of the incident was shared 87,000 times and viewed 6.8 million times in less than a day.

United CEO Oscar Munoz then added fuel to the fire with a poorly worded apology for having to “re-accommodate” these passengers.” The public condemned Munoz and United on many social media platforms.



CONTENT

What Is Your Content Strategy?

You've probably heard the phrase "content is king."

That's certainly true when it comes to social media. Your content is how your target audiences come to know you (and, hopefully, clamor to follow and support your organization and its goals).

Content is powerful because it tells your story.

How can you produce content that tells your story in meaningful ways?

How do you reach the audiences you want to reach and hold their interest? As you start to think about content, many questions will start bubbling up for you and your team:

- What content are we going to offer?
- Do we have the time, staff and resources to pull this off?
- Who is going to create all of this amazing content?

Our advice is to start with a **content strategy**.

TERMINOLOGY

Content strategy

A process that focuses on the planning, creation, delivery, and governance of content.

A content strategy is a kind of blueprint for your social media efforts.

Creating that blueprint will help your team figure

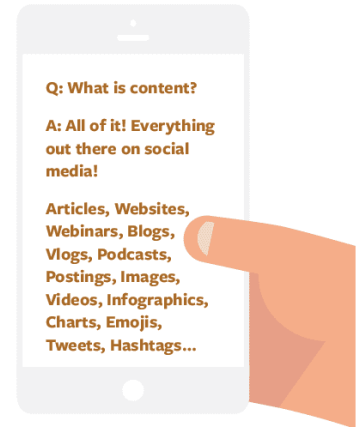
out not only what you want to say, but also who your audience is, when and where you want to deliver your content, and how best to accomplish this.

Taking time up front to strategize your content will save you time, resources, and headaches later on. It will also result in stronger, more reliable content for your audiences.

Content strategy is an ongoing process to create a living plan or document. We recommend you start the process by gathering up your team, and spending a day or two on an old-fashioned brainstorming session.

If you already have some social media going on, start by thinking about your social media efforts to date.

- What types of content worked well, and with which audiences?
- Which social media platforms paid off, with which audiences?
- What about those social media efforts that fell flat—what happened?
- Do we have any data/analytics from past efforts? What are the major take-away findings we need to keep in mind?



Next, while keeping your social media goals in mind, brainstorm new or adapted ideas and approaches to social media content that make sense:

- What key messages do we want to get out there now?
- Have our messages changed, organizationally, from our last efforts?
- Which audiences are we targeting now with social media platforms?
- What timing and budget issues are we dealing with?

As your staff brainstorms, odds are you'll be having thoughts like, "Is Jayson or Kirsten going to do this? Or am I going to be asked to add this task to my stack which is so full it's about to topple over and bury me?"

Social media efforts really get a boost when you have some team buy-in, so when you're brainstorming strategies, talk about roles and responsibilities for content efforts as well. Here are some questions to help with that:

- Who will have ownership of the content we create?
- Can anyone on our staff contribute original content? What types?
- Who has time to research outside content we might want to use?
- Who will work on getting content out there & managing responses?
- Who will be responsible for keeping our content current?



Your **content strategy** should include a clear set of working statements about your messaging goals, priorities, and target audiences.

Keep these basic issues in mind as you work on your content strategy:

- team strengths
- budget
- target timelines
- links between content and organizational goals

Also, before you dive in too far, ask yourselves:

Do we need approval(s) for this planned content? If so, don't skip that part. Getting approvals can take time. Also, your ideas might get tweaked, questioned, or ultimately disapproved. So find out early on whether you have the green light to start as planned.

(See the **Agency & Coalition Approval** section by selecting it from the toolkit menu.)

Content Curation

People have been curating content for a long time using institutions like libraries, museums, and galleries. Now, online content is being curated too. Online content curation involves identifying, selecting, and sharing the best existing content from other sites to match the needs of your target audience.

CONTENT CURATION: Advantages & challenges

Potential advantages

- Can save time/money/resources.
- Adds diversity and interest to your site with a range of voices/perspectives.
- Fosters networking with other sites of interest.
- Helps keep your online presence current and up-to-date.
- Supports the credibility of your own messages when other outlets are speaking about similar issues.
- Builds your reputation as a reliable source of trusted information.

Potential challenges

- May be challenging to acquire appropriate permission(s) to use/share the content.
- You don't have ultimate ownership of the content.
- Your organization's credibility is tied to content from another source.
- Requires careful vetting to ensure the selected content and original source has credibility/authority.

I'm in! Where do I find the content?

You will have to set up some systems and spend some time looking for good content. Check out the tips for finding outside content below.



If you are looking for outside content:

- Check other prominent social media platforms (e.g., Facebook, LinkedIn, Twitter, Google+) for inspiration; search using their tools (e.g., Twitter list feature).
- Consider using media monitoring services (Infomart, Cision, MediaVantage, Google alerts, Scoop.it, Spundge, etc.).
- Use social media dashboards (Hootsuite, Tweetdeck, SproutSocial, etc.).
- Subscribe to or use RSS feed to save time and get topics/content of relevance to your organization sent to you.
- Check relevant websites/blogs as well as traditional media (newspapers, TV, etc.).

*Adapted from Grona, Marnie. 2014⁸

* NOTE: LINKS FOR RELATED IMAGES

[Tobacco Free CA](#)

[TECC Image Galleries](#)

Substantiating curated content.

There will always be online content that grabs our attention quickly, from breaking news stories to high-profile tweets and viral videos. When you come across relevant viral content that's creating a buzz, it's tempting to act quickly on it by sharing or referring to it on your own sites. Depending on the content and source, this may be a savvy move. However, fight the temptation to share outside content if you are:

- Unsure of the validity of the content
- Not familiar with the source
- Unsure of the original source



YOUR CONTENT MANTRA:

"We will not offer outside content unless it has been substantiated as reliable, valid and credible."

The need for substantiated content is especially true for health-based organizations affiliated with government agencies. For example, the [Centers for Disease Control and Prevention](#) (CDC) has created a set of guidelines⁹ for their employees and contractors, documenting best practices for disseminating content on their various CDC Facebook pages. This includes specific guidelines for cross-promoting partners' content (e.g., the need to pass an internal clearance process).

Evaluating the Credibility of Content

How can you decide if content is credible?

While browsing online it's not difficult to spot the silly, the tall tales, and gossip. But what about the content presented as legitimate information? How do we determine if something is inaccurate or unsubstantiated? Approach all social media content with a healthy dose of caution and common sense by asking questions like the following.

How to tell if content is credible

WHO PUBLISHED THE CONTENT?

What's the origin of the content? Was it produced by a commercial firm, nonprofit, government agency, or a trustworthy source? Find out who is sponsoring the content.

DID THEY OFFER SOURCES?

Look for sources provided whether it's a news article, an interview, a science update, or a policy report. Citations, footnotes, or a bibliography lend credibility to the content. Proceed with caution if the content is informal or unsourced.

IS IT ACCUTATE AND OBJECTIVE?

Double-check the facts and sources listed. Consider whether the author is biased or trying to sell something. A personal bias can be alright if the author's position is clear, but an "objective" piece about alternative energy written by someone affiliated with the petroleum industry should raise red flags.

IS IT TIMELY?

If content is two years old, it might be outdated, even if it is posted on a reputable website.

WHAT DOES SNOPE SAY?

[Snopes.com](https://snopes.com) is a great resource for researching social media content credibility. You find a headline saying that e-cigarettes cause blindness? Snopes will do the legwork to determine if it is valid or not. These folks call it quickly and do it well, with solid research that backs up their claims.

Content Creation

Content creation involves the whole editorial process of generating ideas, writing, editing, and designing. You and your team might be:

- Creating content for your website, blog, or PSA video campaign.
- Leaving a comment on a partner organization's website.
- Tweeting fantastic news about your project or organization.
- Crafting a human-interest story with photos for your Facebook page.

CONTENT CREATION: Advantages & challenges

Potential advantages

- Can be as simple or as complex as you want it to be.
- You own the rights to the content.
- Creative control of the message.
- Showcases your originality.
- Can be more relevant to specific regions/target audiences.
- Successful creative content boosts your name recognition, furthers reach of your messages, and potentially builds followers.

Potential challenges

- Generally involves a greater investment of your time and resources (staff, budgets, equipment, etc.).
- May take longer to create and disseminate, so time sensitive content can be trickier.
- Demands ongoing creative ideas for new, fresh content.
- May be difficult to keep up with the demand for content across multiple social networks.

Content should showcase your knowledge, experience, and key messages—show them what you've got! To do this, try some of the following approaches:

Repurpose and reuse. You don't need to reinvent the wheel. Take a look at the content you've already created and consider whether any of it can be tweaked or repackaged for other platforms.

Gather community content. Do you have a specific community or group of supporters who already interact with you? Would any of them be willing to contribute content? If they aren't running your social media, maybe your coalition would create some content. Supporters might be happy to contribute guest blogs or articles, images, or video clips that support your project efforts.

Ask for staff contributions. Are there any creative writers or amateur photographers on staff who might want to contribute? There's often some remarkable hidden talent on staff.

Also, ask around to see who on staff is active on Twitter and Instagram. If they give you permission (a must!) tap into their feeds when it makes sense.

Should we get some preliminary feedback on our content?

It's a good idea to run your draft content ideas past a few folks from the target audience.

Ask them if they like those 3–4 photos your team loved so much; if not, why?

Share draft blog or article themes you think are important—do they agree?

Share sample content using 2–3 different tones of voice. Does the voice you found friendly sound way too formal to their ears? Did that caption you found funny come off as lame or offensive?

Early feedback can help you make some timely course corrections if needed.

Storytelling

Learn and practice the art of storytelling.

Compelling stories may be one of the most engaging forms of social media content out there. A well-crafted story—told with words, images, videos, or all three—can:

- Offer powerful ways of connecting with your target audiences.
- Humanize your cause.
- Motivate audiences to act, volunteer, serve, change behaviors, etc.
- Help explain your organization's mission in engaging ways.
- Inspire audiences to respond and share.

**Start by listening and looking around you each day.
There really are stories all around us worth telling.**

Consider inviting your social networks, target audiences, and staff to tell their stories on a specific theme or issue. If your staff or social networks have a story to share, remind them that the focus shouldn't be on marketing. When it comes to social media content, educating and storytelling should be the central focus.

"Storytelling should be prioritized over marketing...in practice, for every five status updates, posts, or tweets, four should be related to storytelling (through blogs, website articles, video, photos, stats and quotes) while only one should be a direct ask such as a marketing or fundraising pitch ...(except in crisis situations)." ¹⁰

All kinds of stories can be educational.

Educational stories that relate a personal experience:

- An experience with a critical choice or turning point
- A description of accomplishing a goal
- Before and after transformations
- The inspiration for a course of action

Educational content that shares practical advice:

- Tips, strategies, and “life-hacks”
- Questions posed then answered
- Lessons learned from first-hand experiences
- Reviews of a program or service

Educational content that reveals or shares new information:

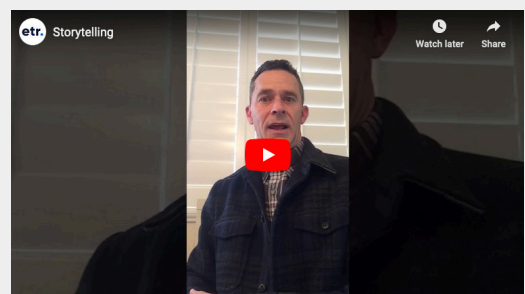
- Description of a new research finding
- Discussion of a current event, policy, or legal issue
- Interview or panel discussion with persons of interest
- Investigation of different perspectives or practices

VIDEO: PRACTICE SMALL-MOMENT STORYTELLING

Small-moment storytelling—the telling of stories that capture a meaningful moment in someone’s life—uses small, interesting details that give listeners and readers something to connect with on an emotional level.

This type of storytelling can help people stand in someone else's shoes for a moment, get a feeling for their challenges, and perhaps appreciate how this person received help from your organization.

In [this video](#), Scott Delucchi, shares his experiences with storytelling in support of his nonprofit organization.



If you are ready to include storytelling in your content, take a look at the storytelling tips below.

1. Create compelling shareable titles.

“How One Family Kicked a Pack-a-Day Habit”

“What You Don’t Know About e-cigarettes”

2. Use numbers and lists.

“5 Myths About Secondhand Smoke”

3. Offer “how to” stories.

“How to Help Your Teen Quit Smoking”

4. Frame your story around engaging questions.

“So what exactly is thirdhand smoke?”

“What Happens to Tossed Cigarette Butts?”

5. Find “the hero” in your story among your staff, or target audiences. Give credit where credit is due.

“Our Volunteers Spread Holiday Cheer with a Message.”

6. Introduce a memorable character. Give readers someone to connect with and care about.

“The Kid Who Helps His Friends Say ‘No’ to Smoking”

7. Keep your audience in mind.

Tell the stories your audiences care about. Is it relevant to their lives?

8. Speak the truth.

People want to hear honest accounts, not dramatic license.

Visual Posts

Visual impact

It turns out that **90% of the information we remember is rooted in visuals**. That's why visual imagery can be such an engaging form of social media content, whether we're viewing a single powerful image on Instagram, studying an infographic, watching a moving video, or sharing an amusing **meme**.

Nothing will lose an audience's attention faster than long blocks of text with no visuals. Use images generously in your social media content. You have several options:

- Paid subscription sites for purchasing licensing rights to use stock photos, such as [Adobe Stock](#), [Photos.com](#), [iStock](#), and [Shutterstock.com](#).
- Sites offering free, open-source imagery such as [Creative Commons](#), [Flickr](#), [Freepik](#), [Pixabay](#), [Pexels](#), and [Photo Pin](#).
- In-house photos and videos. Smart phones take decent pictures and videos, you don't have to worry about licensing or copyright, and the price is right.
- You can find free images to use in the [TECC Image Gallery](#).
- You can find shareable images on the [Tobacco Free CA Facebook page](#).

TERMINOLOGY

Meme

A humorous image, video, or piece of text, often with a slight modification, that is spread rapidly by Internet users.

REAL LIFE: #GLOBALSELFIE

Ask for audience contributions. In 2014, NASA (National Aeronautics and Space Administration) organized a photo-submission campaign to celebrate Earth Day. Called **#GlobalSelfie**, audiences were asked to post photos of their environment. Thousands of the 50,000 images submitted from around the globe were then used to build an extraordinary mosaic image of the world.



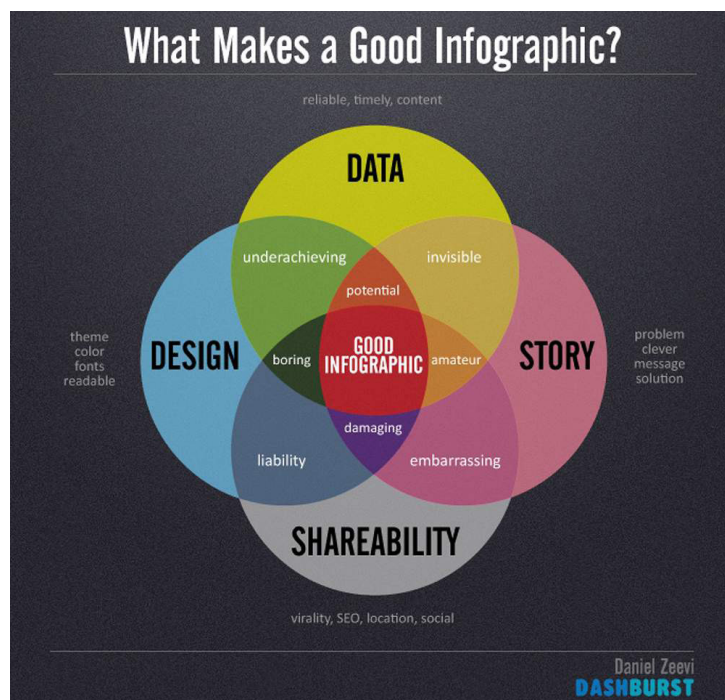
Infographics take complex, detailed information and present it with clear, engaging graphics to make it easier to understand.

Since so much of the information we remember is based on visual impact, it makes sense that infographics are appealing. In fact, they are more popular each year, liked and shared on social media 3X more than any other type of content.

It's worth it to put time and effort into creating infographics? because they:

- Get to the heart of a message quickly.
- Are attractive when done well.
- Are user-friendly, letting us scan key information at a glance.
- Are generally aimed at educating versus selling.
- Create a sense of connection with the target audiences.

You can hire a professional to design infographics for your topic, but with a little bit of guidance—and some user-friendly templates—you can develop them in-house as well. Check out [Hubspot](#) for access to 15 free, downloadable infographic templates in PowerPoint. Search “infographic tutorials” on YouTube for some helpful tips in videos ranging from 30 seconds to one hour in length.



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Video Posts


Do you see that triangle “play” button on your computer screen and find it really hard not to click? For most of us, videos are powerful attention grabbers. Since videos are so popular, it's worth looking at how they can be used skillfully in your social media strategy.

Did you know? Over 300 hours of video are added to YouTube every minute!¹¹

Professionally produced videos can be prohibitively expensive, but people watch videos of all different production qualities. Some of the most viral videos out there were made with a camera phone.

Even modestly produced video-segments shot on phones can be meaningful. The following anti-smoking PSA is one example.

 **REAL LIFE: ANTI-SMOKING PSA**
Watch the **Tobacco Free CA Video**



Whether your organization plans to create videos on a shoestring budget or with movie industry funding, there are a few basic video production tips to consider.

Basic Tips for Making Videos adapted from Lauren Girardin¹²

Video Truths

- The first seconds of your video matter.
- Keep the running time short.
- Videos don't need to be fancy or made with high-production costs to have an impact.
- Be real. Tell your story!
- Testing your video concept first with target audiences is always a smart idea.

Video Styles

Consider a variety of different approaches and which might appeal most to your target audiences.

- Video diary
- Day-in-the-life
- Music video
- Documentary
- News report
- Commercial
- Time lapse
- Stop-motion

Technical Considerations

- **Camera resolution:**
 - More megapixels = higher quality.
 - 640p (VGA, Video Graphics Array) is okay.
 - 720p is good.
 - 1080p is excellent.
- **Lighting:**
 - Use natural light. Avoid backlight and watch for shadows.
- **Audio:**
 - Check for background noise and speak clearly.

Tools

- Try video apps like **SocialCam** or **Camera ICS**.
- Use editing programs like **iMovie** or **VSDC Free Video Editor**.

Best platforms for different kinds of video

- 15-second videos are great for Instagram and Facebook.
- 60-second videos are great for Facebook and websites.
- Videos that are 3- to 15-minutes or longer should be uploaded and linked to YouTube, Vimeo, etc.

More video truths

Every video in this toolkit was shot on a mobile phone by project staff, and edited using free software—just to prove to ourselves and you that it can be done. Some video was shot by us, some video was submitted by friends who want to help—you can probably identify those. They are just as interesting and compelling as a more formally shot video.

Other tips

Sound: If you use your camera, pay special attention to the sound. If you shoot a great video but notice a lot of background noise, add some music in the background. That also helps if your speaker has some pauses that you can't edit.

Editing: Even professionals often can't get the shot they want on the first take or in one take. Imagine how true that is for the rest of us. It's a good idea to shoot your whole video from one angle and then shoot the whole video again from another angle. That way if someone in your video stumbles, you just cut in another angle. Shoot it closer or farther away or from the side—any of those angles will work. With multiple angles and takes you will need to edit your video. You can find some free video editing programs that will work fine. Simply find the video segment that needs to be edited out—delete that scene and replace it with the scene shot from another angle.

Posting: If you plan on sharing your videos on Facebook, a best practice is to upload directly to the platform instead of sharing a link from YouTube or Vimeo. Facebook wants to be your one-stop spot for content sharing. Facebook algorithms are set up to prioritize content native on the platform, and as a result videos that live on Facebook have been known to get 10x the number of shares of YouTube videos.¹³

* NOTE: FOLLOW MUSIC/AUDIO LICENSING RULES

Social media sites like **Facebook** and **Instagram** have strict rules regarding music/audio licensing. Be sure to research rules posted by the social media sites that you use.

Calls to Action

Many forms of social media produced by nonprofit and governmental organizations can be categorized as “calls to action.”

Calls to action frequently include messages that support behavior choices and behavior change, such as “don’t drink and drive,” “don’t text and drive,” “avoid secondhand smoke,” “don’t start smoking,” “stop bullying when you see it,” etc. Other types of calls-to-action posts might include:

- Seeking members for a coalition or workgroup.
- Seeking volunteers for specific tasks.
- Inviting followers to participate in an upcoming event.
- Requesting personal stories about how tobacco has affected a person, family, or community.

Calls to action can be made using a variety of social media formats, including a single image PSA on Instagram, or a written blog post on your website. Calls to action that involve videos can be very persuasive. Consider this case study of an anti-smoking campaign effort in Thailand, and how different social media tactics had to be tested before one resonated with the public.

REAL LIFE: THAILAND'S "SMOKING KID" SOCIAL MEDIA CAMPAIGN VIDEO

Thai Health Promotion Foundation (THPF) created social media messaging promoting their “1600 Quitline,” a support line to help people quit smoking. But the number of calls remained low. Large groups of smokers ignored the campaign ads, treating them as irrelevant messages from “outsiders.”



The THPF created an effective anti-smoking video campaign with a call to action that addresses personal and cultural beliefs by creating a situation that: 1) leads smokers to admit smoking is a problem to be solved; and 2) builds on the conviction that older generations have a duty to teach and lead children. The THPF created **“The Smoking Kid” campaign video** with a \$5K budget.

“The Smoking Kid” video went viral, resonating with global audiences. The campaign inspired conversations among people who smoke and those who do not. The video also led to behavior change. By bringing the topic of smoking back into the offline world, the number of calls to the 1600 Quitline initiative increased 62%. Watch **the video** and see what you think.

Videos are a popular and potentially powerful form of social media content and they are particularly effective for calls to action. While video production can be involved and costly, it can also be accomplished with a modest budget, using basic equipment like camera phones. It's worth exploring how video messaging might contribute to your organization's social media strategy for calls-to-action posts, and other types of post as well.

Opportunistic News Posts

Imagine for a moment an alternate universe in which we had access to the Internet and social media earlier than we actually did. It's 1964, and all the news outlets are covering the U.S. Surgeon General's report on the wide-reaching dangers of smoking. People are taking to social media to share their stories and concerns. Hashtags are flying left and right, #SmokingKills, #SmokeFreeWorkspace, #CigaretteFreeAirTravel. With the attention of the world on this news, a public health agency would have a tremendous opportunity to use some of these hashtags to help spread education and prevention information to the public.

Current events—from local news to state and federal laws to science breakthroughs—can disrupt everything. If emerging situations warrant it, you may want to seize the opportunity to respond to current events using social media posts (blogs, articles, responses to op-ed (opposite the editorial page) pieces, videotaped statements, etc.).

You certainly don't want to respond immediately to every headline that flashes across your TV. If something comes up that could strike a powerful chord with your audience, however, don't miss the opportunity to participate in the conversation.

Scheduling Your Content

Scheduling your social media content allows you to save time and minimize stress. The benefits of a social media calendar include:

- Building in time for the content-approval process.
- Less or no scrambling to find content at the last minute.
- Coordinating simultaneous posts across platforms.



How far ahead do I need to plan and schedule?

It's up to you how far to plan ahead. Some folks choose to create content calendars for the entire year. You may find it makes more sense to schedule your social media content using a shorter timeline, such as quarterly or even weekly.

Be flexible. As you work on your calendar, your scheduling decisions aren't locked in stone. Reality throws many curve balls, so we have to be somewhat flexible.

Be consistent. When it comes to content delivery, consistency can be more important than quantity. If your audiences have come to love a Health Science Trivia Question tweeted by your organization every Monday morning, don't disappoint them!

Use scheduling tools. Look into social media content scheduling tools and apps that can help you produce your content deliverables on time. Some tools of this type are listed below.

[Buffer](#), [Hootsuite](#), [Sendible](#), [Sprout Social](#), [Tweetdeck](#) and [Twittimer](#).

When using scheduling tools, don't forget to double-check your work before content goes live.

REAL LIFE: NATIONAL PUBLIC RADIO (NPR): NATIONAL PUBLIC RAMONA POST

Making a public mistake can be embarrassing. NPR's Christopher Dean Hopkins no doubt embarrassed after his public slip-up. While trying to share a lighthearted post about his daughter, Ramona, and her love of cats on his personal Facebook account, Hopkins inadvertently posted to the organization's page. Whoops!



 **NPR**
Published by Chris Hopkins [?] · 12 hours ago

Ramona is given new toy: Smiles, examines for 20 seconds, discards.

Ramona gets a hug: Acquiesces momentarily, squirms to be put down.

Ramona sees three cats 30 feet away: Immediately possessed by shrieking, spasmodic joy that continues after cats flee for their lives.

Realizing his mistake minutes later, Hopkins edited the post and included an apology for the error. Luckily, the Internet found the situation adorable and funny, which inspired many hashtags (#RamonaUpdates, #BringBackRamona, #RamonaForeverLots) and shared photos of cats.



 **NPR** 
Published by Chris Hopkins [?] · 12 hrs · 

EDIT: This post was intended for a personal account. We apologize for the error.

The moral of the story: social media scheduling tools are very helpful but you have to use them carefully and correctly.

How Frequently Should We Post?

How frequently should you be posting? Each platform has its own norms and user expectations. Post as much as your time and budget allows, but eventually you want to reach these recommended posting frequencies.

Facebook	Up to twice per day
Twitter	At least five times per day
LinkedIn	Once per day, Monday-Friday
Instagram	Once or twice per day

Building Followers

How to Build Followers

By this point in the process, you've done a lot of work to launch your organization's social media initiative. You have:

- Researched and chosen social media platforms.
- Assigned staff to create posts.
- Developed your social media budget.
- Drafted your social media policies.
- Established community guidelines.
- Crafted some really engaging content.

Now your attention will turn to attracting your target audience.



**If you build it,
WILL they come?**

The movie "Field of Dreams" has the famous line, "if you build it, they will come." With social media, however, the "build it and you're done" attitude isn't enough. It's an ongoing effort to attract audiences, build your following, and sustain interest from your followers.

Quality and Quantity

On the one hand, you want to "grow your numbers" on whatever key performance indicators (KPIs) you and your organization decide are most important. For example, your organization will likely be very pleased if your efforts result in:

- More followers on your social media accounts.
- Increased numbers of page views.
- Visitors spending more time on your posts.
- More likes, hearts, and shares.

If visitors are sharing your content more frequently (and they tell two friends, and they tell two friends) you really have something to be excited about!

On the other hand, the reach of your organization's followers may be just as important as the quantity.

Who do you really want to see your content? Prominent followers, including **influencers**, are people who can help expand the reach of your social media posts by virtue of their connections, networks, and audience base.

i TERMINOLOGY

Influencer

A social media user who has established credibility in a specific industry and can persuade others by virtue of their knowledge, authenticity and reach.

Building Followers by Reaching Out to Contacts

In terms of building followers, you know you want both quality and quantity, so how do you get there? Here are some ideas for accomplishing this goal.

Ask, "Who do we know?"

For decades, organizations have successfully used traditional media such as newsletters, TV advertisements, brochures, and other printed publications to promote messages about health and tobacco. With the explosion of social media in recent years, your program needs to shift some focus to social media.

Do you remember that **old commercial tag line** "I told two friends, and they told two friends, and so on, and so on..."? Social media offers that same approach for sharing information with friends of friends of friends—but at incredibly fast rates. This makes it possible for online posts to reach exponentially larger numbers of people than traditional communication methods ever could.



REAL LIFE: DISNEY'S #SHAREYOUREARS CAMPAIGN

In February 2016, Disneyland posted a video about its #shareyourears campaign. Disney would donate to Make-A-Wish every time users posted photos wearing their Mickey Mouse ears and used the hashtag on Facebook, Instagram, or Twitter.

Within about a month, the post had almost a million views on Facebook alone, with more than 20,000 likes, and had been shared more than 9,000 times.

While it's true that Disney has an enormous, worldwide fan base, it's also true that you can use a similar approach to build followers and get the word out about your campaign, too.

1. Start with your staff.

Ask folks at your organization if they've liked and followed the agency's social media pages. If they haven't, encourage them to!

2. Have staff share your content with their networks.

It's also a great idea to ask staff to share your content within their networks, when they feel like it's appropriate to do so. It's important emphasize that sharing is voluntary, not required on your staff's personal social media accounts, but if feel passionate about your organization's work, they may be willing to share the content.

3. Think out another level.

Consider organizations and projects you already have partnerships and relationships with. For example, other state-funded tobacco control projects also probably need followers. Invite them to follow your social media sites and return the favor. Do the same with your coalition partner organizations.

Your followers should naturally start to build from these initial efforts.

Building Followers by Reaching Out to Influencers

Ask, "Who should we know?"

Now you want to reach out to even broader circles. Focus on identifying and connecting with key influencers in your field.

Build social media followers by connecting with the folks most likely to care about your work who already have a following with your target audience.

REAL LIFE: FLOTUS'S INFLUENCE ON TWITTER

In 2014, former First Lady of the United States (FLOTUS) Michelle Obama took to Twitter in support of Bring Back Our Girls, the campaign created to help find missing Nigerian girls kidnapped by militants.

Like many others, Ms. Obama posted an image of herself holding a simple sign with the campaign's hashtag. The social media campaign urged viewers to sign a petition on the website change.org, imploring leaders to help rescue the missing girls.



#BringBackOurGirls

Start with the basic question: **"Who is doing work that's similar to ours?"** You've already thought about organizations you work with and other grantees. Now look beyond that at other projects focused on the same topics, populations, or outcomes.

Ask, "Who are the influencers in our field?"

Influencers are social media users with large online followings around a particular area of expertise or niche interest. These are the folks who have figured out the magic formula for posting the content audiences want—the kind that keeps people coming back for more. These can be people like local health advocates or school board members, or individuals with statewide or even national reach.

While some influencers reach a few hundred or thousand followers, others reach millions across multiple platforms.

Having reputable influencers in your corner can support the credibility of your project, and increase the potential reach of your messaging as well.

Influencers may work their magic on a personal website or blog, or on one or more social media platforms. Some are trendsetters while others are experts. They can be journalists, educators, public figures, activists, community organizers, or business leaders. Some are very young adults—even kids—who become famous through their social media.

Many influencers, particularly public figures, use their social media platforms to promote causes they care about.

For example, musician John Legend champions the [Show Me Campaign](#) on multiple social media platforms to support its effort to end the cycle of poverty.



How to find influencers and organizations to follow:

- **Research potential leads, people, or projects** you know have a strong connection to the causes you support.
- **Look at their social media networks.** Find out who they follow, and who follows them.
- **Avoid those who follow controversial figures or organizations** that you don't want associated with your organization.
- **Be selective.** You don't want to follow just anyone. Think of those leads that will best reflect the mission of your organization. Decide on basic criteria for which influencers should make the cut (see following table).

The table on the next page will help you get started with some basic criteria and questions to ask about potential influencers. You and your team can also work on the more detailed ["Whose Influence Will Help?"](#) Worksheet.

Criteria

Question(s) to ask

Relevant organizations/ influencers

- What types of organizations/influencers do we want to reach?
- Do they target audiences relevant to our cause?
- Where do we find them?

Reach/number of followers

- Do they actually reach our target audience?
- Do they have at least 500 followers? Who are their followers?

Frequency of postings

- How often do they post? Daily? Weekly?
- Do they post enough (based on type of organization/person)?

Type of content/content relevance

- Is what they post engaging?
- Is it relevant to our goals?
- Is content varied or focused on one thing? (Either is okay as long as it's a match for you.)
- Do they post engaging visual content like images and videos?

Engagement

- Are people posting comments?
- Are comments responded to daily?
- Do they actively deal with trolls?
- Is their site even popular enough to have trolls?

Who they follow

- Who do they follow/like?

DID YOU KNOW?

In a study of influencers on Instagram, those with the most followers had lower levels of follower engagement.¹⁴

Influencers with **10,000+ followers** earned likes **1.6% of the time**

Influencers with **<1,000 followers** earned likes **8% of the time**

Encouraging People to Follow Your Sites

Once you identify who you'd like to follow your project, the first step is for you to follow them. They will get notified and often follow you back. If after a few days they haven't followed you—and you really want them to be a follower—reach out to them directly.

Try a simple direct message on the platform or ask them in a post. Ask only once—you don't want to get blocked—and don't get discouraged if they don't follow you. Remember they may have their own guidelines established for following others.

Reciprocity helps. The idea of reciprocity with others is an important one here. For example, if your organization is on LinkedIn, don't just post ideas and articles and wait for everyone to comment and like your contributions.

Instead, make your presence known early by being generous in your community. Get to know others by showing some appreciation for others' postings, leaving comments and likes, sharing relevant content, and making real connections.

By being a visible part of an online community, others will be more inspired to look at what you have to share and say as well.



REAL LIFE: GIVING TUESDAY

In 2011, the United Nations Foundation partnered with the 92nd Street Y to start a campaign called **Giving Tuesday**. The idea was to mark “24 hours of selflessness” after all the holiday shopping on Black Friday and Cyber Monday. Participants post a selfie with a handmade sign stating which social cause or organization they support.



#GIVINGTUESDAY™

The campaign has become a strategic way for global nonprofits to garner support and awareness for meaningful causes. It's also an opportunity for your organization to give a well-deserved shout-out to your partner organizations or grantees. They may even return the favor. This is how reciprocity works.

You can try reaching out directly to influencers, but again, consider making a gesture of reciprocity. Do you both share the goal of engaging the same target audiences, or fighting on behalf of a similar cause or goal? Then perhaps asking an influencer to be part of one of your campaign efforts—a podcast or community event, for example—would hold similar rewards for them as well as you.



Influencers & policymakers

Engaging high profile influencers with a wide reach can be an effective way to meet your audience, but tread lightly when it comes to policymakers and opinion leaders. While these folks might have access to the communities you want to reach, you want to be sure you stay on the right side of the line when it comes to lobbying vs. educating.

Content to Attract and Keep Followers

Your wildly successful smoking cessation PSA garnered lots of views, shares, and pushed new visitors to your Facebook page. That's fantastic—but don't take too much time off to celebrate. Once you've attracted followers with a few great posts, you need to continue to provide them with engaging content.

Content should be consistently strong.

If you want followers to continue visiting your site, you have to post high-quality content, targeted to your audience, consistently. Remember that people are bombarded with social media messages at every turn—and your message might be buried under a friend's cat video. You need content that grabs users' attention and engages them, gets them to like and share that post, and keeps them coming back for more.

Content is more than text.

Have you noticed how much of social media content is visual? People love images!

As we've mentioned previously, videos can be especially powerful visuals. Whether they are videos of congressional testimony, cute animals, climate change documentaries, or makeup tutorials, it seems like everyone is watching online videos.

Social media analytics show that people want visuals. YouTube, Instagram, and Pinterest are three of the most popular social media networks and they're all driven by visuals. Photos uploaded to Facebook get 5 times more engagement than posted links and retweets double when Twitter users post great photos.

Since images are so important in capturing people's attention, you'll want to have a decent digital library to work with (see the, **"Content"** section for information on options you can pursue to acquire images for your organization by selecting it from the toolkit menu) and having someone on staff with decent photo-editing skills will help.

When you're deciding which images to post, remember to focus on quality images over quantity. Over 20 billion images have been posted on Instagram alone. With numbers like that, you want to use only your very best images in any social media campaign.

Content should be timely.

What you post needs to be relevant to your followers' work and lives, and it has to be timely. It's critical that your content is frequently updated (see the section, **Scheduling Your Content**, for tips by selecting it from the toolkit menu). If it's possible under your organization's guidelines to quickly respond to events of the day, do so. A timely tweet can be a good way to get noticed.

For more information, watch this video:

Figuring out what content works



Content strategies should be analyzed.

You'll need to monitor which content gets the most engagement in the form of likes, shares, views, and comments from your target audience. There are both free and paid analytic tools available, several on the major social media platforms themselves. Tools like social media dashboards can help you track your followers and analyze the popularity of your content. Use these tools to make informed adjustments, from tweaking your content to fine-tuning your delivery methods, so your followers will be even happier with what they find.



Where do I find similar posts?

Use **Facebook Graph Search** and **Twitter Search** to find all posts related to a particular topic (e.g., smoking cessation programs, lung cancer, etc.).

Engaging with Followers

Remember that social media is social.

It doesn't work to post social media content and then just sit back, waiting to see how many people like your post. You need to engage with the organizations and people visiting your sites, and make a social connection on their accounts too. Below you'll find some tips for ways to engage successfully.

- Don't let your social media followers' comments, shares, and "likes" go unnoticed. Thank them for their support!
- People want to feel heard. Respond to comments and questions thoughtfully and help if you can. If constructive negative comments have been offered, respond neutrally. Acknowledge the poster's viewpoint, and thank them for contributing to the conversation. (See the section, **Four Strategies for Engagement**, for tips on handling negative comments.)
- Does another organization have some relevant work, stories, events, campaigns, or announcements that you can help them highlight? These gestures take little effort, but can mean a lot in terms of fostering good will and follower interest in your organizational efforts.
- Just like you, others want comments on their posts. When an organization or influencer you follow posts something, comment and start a conversation, or jump into an existing thread.
- An easy way to interact is to post content of shared interest—like a link to a great article or video. When you post, think about mentioning or tagging interested organizations or influencers to attract potential followers who want to know more about your work.

#Hashtags

People use hashtags to link similar ideas or topics together on social media. To do this, the hashtag symbol (#) is typed in front of a word or phrase without spaces, making the whole word or phrase a link. People can click on this link and pull up all the posts with that hashtag.

Hashtags can help you:

- Get more mileage out of your blogs, images, tweets and posts by getting them in front of a wider audience.
- Educate the public about your organization.
- Promote your program objectives.
- Highlight a campaign or event (most major conferences have at least one hashtag; participants and those who can't attend can participate in real-time online conversations).
- Promote a call to action.

You may have seen some posts with a dozen hashtags. Is that necessary? The use of hashtags depends on the social media platform you're using. At Twitter, online etiquette dictates you should use no more than two per posting. At Instagram, folks routinely go nuts with lots of hashtags. Public health organizations should probably limit posts to two hashtags, and try to pair them wisely.

Below, you'll find information on the top 10 hashtags that are useful for tobacco control.

Hashtags for tobacco control

#volunteer

Use to promote your coalition and short-term events.

#publichealth

Use to promote education.

#tobaccofreecalifornia

Use to connect your post with posts from across the state.

#tobaccocontrol

Use to educate or promote tobacco control efforts.

#secondhandsmoke

Use to spread awareness and education on this issue.

#smokefreeliving

Use to promote information about smoke-free housing.

#quitnow

Use as a call to action.

#smokefree

Use to promote and educate on smoke-free public spaces.

#stillblowingsmoke

Use to spread awareness and education about vaping.

#flavorshookkids

Use to promote awareness of tactics to interest youth in tobacco products.

Advertising to Attract Followers

There are many ways you can promote your social media accounts and increase your visibility. Some ways to help people find your sites include:

- Make sure your website includes easy-to-spot social networking icons linked to your accounts—and make sure they work.
- Keep the “About Us” section on your social media profiles succinct and clear. Describe what your organization does, don’t make people guess. Highlight your expertise as leaders/influencers in your field.
- Use a professional looking profile picture/logo.
- Add social media links to your email signature.

What to do when you're struggling to find your target audience.

Paid advertising. While there are no-cost social media options for promoting your organization and its messages, your organization may decide to try paid advertising. (See the section, **Budgeting for Social Media**, for more information on this topic by selecting it from the toolkit menu.)

LinkedIn sponsored post. If your organization is just getting its company page set up on LinkedIn, consider a sponsored post. This is a great way to reach a larger audience and introduce yourself. For a fee, your content can be sponsored to reach a larger target audience and you can control who sees your message. Greater reach doesn’t guarantee more followers, but it increases your odds.

Facebook promoted post. The same logic holds for Facebook’s promoted posts. With promoted posts, you:

- Create your content and post it to Facebook (check out their [rules](#) for what can/can’t be promoted).
- Click the megaphone icon at the top or “boost post” button at the bottom.
- Choose your budget (Facebook will indicate the estimated reach for your budget).
- Choose whether to promote your content to fans, friends of fans, or a targeted group. (See the section, **Allocation of Resources**, for more on targeted ads by selecting it from the toolkit menu.)
- Receive an itemized online receipt that includes data about how well the promotion worked (e.g., how many clicks, views, shares, likes, etc.).

Ads vs. boosted posts

The two routes you can choose for advertising on Facebook are ads and promoted, or boosted, posts.

Ads run through the Facebook Ads Manager. These are a traditional-type of ads. They are “dark posts”—you pay to have them targeted to your audience, but they don’t live on your page or appear in your feed.

Boosted posts are sometimes called promoted posts. These are posts you share on your page and they live in your feed. When you boost a post, you pay to have it circulated to a wider audience.

If you want to do more traditional advertising—not a sponsored post—you can do that on Facebook, and Instagram, too. You will target your ad and choose your budget. Here’s what typical ads might cost you on various platforms:

Facebook

- Ads at \$2/day to an unlimited budget
- Promoted Posts at \$10 and up

Instagram

\$0.20 to \$2 per click

LinkedIn

- \$10+ daily or total campaign budget
- \$2+ per click or per impression

Snapchat

\$10,000+ per month

Twitter

Depends on budget and bid

If these costs look high for your budget, you may qualify for free advertising through **Google AdWords**.

Did you know?

Google AdWords:

- Paid advertising service for Google products.
- Target ads to your intended audience based on demographics.
- Offers analytics & conversion tracking (see how your ads are performing).

Google’s Ad Grants Program:

- Helps 501c nonprofits promote causes, grow online presence.
- Eligible nonprofits can receive up to \$10K/month of in-kind Adword advertising.
- [Check it out](#), see if you’re eligible.

SOCIAL MEDIA ANALYTICS

Why Evaluation Matters

Some note that the vital step of evaluating social media efforts is often neglected, unfortunately. Though nonprofit organizations routinely evaluate all kinds of program efforts, diligently analyzing results and expecting a return on their investment, when it comes to measuring the success of social media efforts, they often have a lower bar.¹⁵



I suspect we don't insist on measurable Return on Investment (ROI) from social media because it seems so hazy and hard to define. Nonprofits are great at identifying outcomes for their grant proposals, but not so good at explaining results for their community engagement efforts.

TERMINOLOGY

Return on Investment (ROI)

Return on Investment (ROI) is a ratio between the value/benefit and cost of investment resulting from an investment of some resources. A high ROI means the investment's gains favorably to its cost.

"Affecting social change is, of course, the ultimate goal for nonprofit organizations. But you can't get to any destination without a road map and some signposts along the way. Measurement is your map, and analytics are your signposts." ¹⁶

NOTE

About funded project requirements

This section provides an overview of social media evaluation and the types of analytics available to use. It doesn't necessarily incorporate the funded project requirements. This section will recommend tools to assess whether your posts are successful, but evaluation based solely on the information covered here is not guaranteed to satisfy all requirements that exist.

We encourage you to evaluate your social media efforts because this can help you succeed. Evaluation allows you to:

- Identify whether your efforts are headed in the right direction.
- Identify where you should course correct.
- Guide your content and strategy.
- Decide where to focus your budget and resources.
- Gauge how well your social media efforts are helping you meet the goals for the campaign.

Hopefully, when you were brainstorming social media content and strategy ideas with colleagues and/or coalition members, you took some time to think about how you will know:

- If your efforts produced any of the hoped for results.
- If you're reaching the target audiences.
- Your audience's level of engagement with the content.
- Which efforts worked best, and which need to be tweaked or rethought.

You're going to need to track and evaluate your social media efforts to know these answers. That means you'll need to choose some meaningful **analytics**.

Social media analytics are data and statistics that help you evaluate your impact and performance. This is critical information you'll need as you explore strategies for creating social change.

It's likely your interest in analytics will increase as your organization becomes more involved in social media. That's because analytics can help you show communities, stakeholders and funders how your efforts have helped you accomplish your goals.

Data management tools make evaluation possible.

There are some very helpful data management tools out there that do much of the evaluation work for you. You'll find that undertaking social media evaluation is a quite manageable data collection task.

The [Tobacco Control Evaluation Center](#) has resources that can help you with evaluation.

TERMINOLOGY

Analytics

In relation to social media, "analytics" refers to the use of data to gauge or evaluate the impact of a social media effort/activity on an organization's revenue or performance.

Software tracks and monitors activity on social media platforms to help you measure community engagement.

Analytic Tools and Resources

Several major social media platforms (e.g., Facebook, Twitter, and Instagram) offer their own social media dashboards or analytics pages that crunch the numbers for you for your social media evaluation activities.

You can also choose among some user-friendly analytics tools for tracking your social media performance across platforms and your website.

Some examples include [Hootsuite](#), [HubSpot](#), [Google Analytics](#), [Gremlin](#), and [Bitly](#).

If you're considering adopting a social media analytics tool, you'll want to think about your social media strategy, the types of analytic features that would be most useful in helping you pursue that strategy, and your budget.

Here's a list of some of the features offered by various analytics tools. Take a look and think about which are essential for your organization.

1. Affordable pricing options/free trial periods.
2. Custom report options so you can select what you want to track.
3. Smart inbox (single stream inbox for all messages across platforms).
4. Scheduling options with integrated calendar.
5. Centralized analytics (covering some or all major social media platforms, providing individual reports for each, as well as overall analytics that compare across social channels).
6. A way for multiple users to access reports.
7. Demographic data graphs/charts.
8. Aggregated data graphs/charts.
9. Influencer identification feature.
10. Feature to set autotweets (e.g., automated thank-you tweets if someone follows your organization, posts, etc.).
11. Monitoring of blogs, news, forums, etc.
12. A system to set up alerts when your organization is mentioned.

Fortunately, lots of folks in the industry have taken time to test-run these tools and write helpful reviews. Here's a link to a review that includes a comparison chart of a range of social media management platforms, as well as a longer article with specifics on each platform reviewed. It should give you a good sense of what's out there to consider. See [The Best Social Media and Analytics Tools of 2017](#).



The Tobacco Control Evaluation Center (TCEC) has many resources for funded partners on their [website](#).

Focus on



Using Facebook Analytics feature

Watch this [video](#) to learn how to use Facebook Analytics.



Analytics

Choosing meaningful analytics.

When it's time to evaluate your social media efforts, you'll need to decide which analytics to use to get the information you need.

Now is a good time to review any evaluation-related notes you made in earlier strategy sessions. A social media logic model will really help you at this point. (If you haven't created a logic model, it's a good exercise to **create one now** as you think about analytics.) Use those early strategy session notes or your logic model to answer these two related questions:

- What are the stated goals for our social media efforts?**
- What data do we need to evaluate outcomes?**

Your answer to the second question should point you to the types of analytics you need. For the sake of example, let's say these were your two social media goals:

1. Educate local residents about secondhand aerosol health harms to kids through a targeted social campaign posting weekly on Twitter and Facebook.
2. Raise awareness about local tobacco-free parks which encompasses vape products. Can use the hashtag #SmokeANDvapefreeparks(city name).

As you look at these goals, you'll see they point to the basic types of analytics needed:

- Analytics that measure the reach of our Twitter messaging strategy.
- Analytics that measure target audience engagement with our new photo contest campaign.

Keep in mind that some analytics are used universally, while others are specific to particular social media platforms.

Categories of analytics that should be of interest to nonprofits include communications analytics and impact analytics. We'll focus on these in the next sections.

TERMINOLOGY

Logic models

Logic models are usually a graphical depiction of the relationships among the resources, activities, outputs, and outcomes of a program.



Communication Analytics

Communication analytics help you see how well you're reaching your target population and getting it to engage with your messaging. Here are some of the most commonly used communications analytics across many social media platforms:¹⁷

Followers

Followers are people who've opted into your social media site by clicking a "like," "follow," or "subscribe" button. They automatically receive your posts in their social media feeds.

Analytics on followers:

- Show the number of people who've chosen to receive your updates.
- Provide some insight regarding reach: the greater your number of followers, the more people are likely to have seen your content (but this is not a given).
- Suggest how big your existing social media audience is, but don't offer insights into engagement levels or reveal total number of visitors.
- Help you understand overall site traffic.

Page views and unique page views

Page views

This is the number of times users viewed a page on your site. Since one viewer might visit a page multiple times, total page views can be greater than the total number of individual viewers.

Unique page views

This is the number of individual users who have visited a page. This figure is routinely lower than page views.

Analytics on page views:

- Show how many people are engaged in some way with your content.
- Provide some insight regarding potential engagement: a small percentage may convert to being followers, joining the coalition, etc.
- Provide some insight regarding potential reach: more page views can mean more people joining the coalition, event attendees, etc.

Time spent

This analytic documents the average amount of time spent by a user or visitor on a webpage or your social media site.

Analytics on time spent:

- Help you understand user interest/engagement: longer time spent is generally a good sign.
- Help you assess pages: evaluation of time spent per page should be based on page content (e.g., 20 seconds is poor if it's a blog or feature page, but might be okay for an Instagram post).
- Suggest how often your content had the potential to be seen. Impressions & reach

Impressions & reach

Impressions are the number of times that your content was displayed, whether it was viewed or not. Content is delivered to someone's feed, but the viewer doesn't have to engage with it for it to count as an impression. Reach is the total number of unique people who actually see your content.

Analytics on impressions and reach:

- Provide some insight on potential engagement: more impressions can lead to greater reach.
- Help you gauge the effectiveness of your efforts targeting particular audiences.

Click through rate (CTR)

This is the percentage of people who clicked on a link in your social media post. The formula for click rate is:

of clicks divided by # of impressions

Analytics on click rate:

- Help you understand the effectiveness of your content in getting people to take an action to do or learn more.
- Provide some insight into how to include links effectively to encourage people to see additional content or respond to a call to action (e.g., clicks through to site, surveys, event registration, signing up for an activity, etc.).

Conversion rates (Calls-to-Action/CTA)

This is the percentage of people who view a page and then complete a call to action (CTA), e.g., fill out a form, complete a poll, join the coalition, volunteer, do advocacy work, etc. The formula for conversion rate is:

of completed CTAs divided by # of total page views

Analytics on conversion rates:

- Help you gauge how effective a page is at motivating visitors to respond to your CTA.
- Help you assess how to optimize a campaign, encourage participation, recruit volunteers, etc.
- Highlight a need for changes to content, format, or wording on pages with low conversion rates.

Engagement

This analytic measures how people interact with social media content beyond just viewing a page or post. Engagement can include comments, mentions, shares, likes, +1s, favorites, etc.

Analytics on engagement:

- Help you understand how effective your posts are at generating user actions and responses.
- Provide insight into how to get your content in front of more audiences once you discover what gets a high engagement rate.
- Help you analyze content by comparing indirect engagement (likes, shares) with direct engagement (status update comments, one-on-one conversations), which require different effort levels.

Sentiment

This is technically an intangible analytic, but it addresses your online reputation as reflected in complaints about, and praise for, your project that appear online (across social media platforms). You can set up alerts for social media mentions of your organization (e.g., **Twilert** is a good tool for setting up Twitter alerts).

Analytics on sentiment:

- Help you get a better sense of how your organization is perceived.
- Paint a picture of how positively or negatively people view your efforts/brand/organization through words of praise, detailed complaints, etc.

To learn more, watch this video:

Vanity analytic



Impact Analytics

You want to know your work has an impact on people's lives. Your funders definitely want to know about the impact of your work, too.

This is why you'll want to measure the impact of your social media efforts on target populations.

Impact data will help you answer the question: "Did we make a difference?"

Before you launched your social media campaign, you probably had some assumptions about what you were setting out to do and some idea about the impact your efforts might have.

Now that you've had a chance to launch your social media effort and evaluate it, what does your data show? Did your effort have the impact you were seeking?

Be aware that in the evaluation world, the terms "impact" and "outcomes" refer to big-ticket goals, such as changes in the target population's knowledge, attitudes, and behaviors (e.g., quit smoking, smoke and vape-free homes, smoke and vape-free workplaces, coalition recruitment, etc.). To be clear, formal outcome evaluations involve more complex, resource intensive types of measurement than are covered here.

As you think about evaluating the impact of your social media campaign, consider the different types and degrees of impact your efforts may have.

DID YOU KNOW?

A survey of over 600 diverse nonprofit professionals in Minnesota found that 85.7% of their organizations use social media, but only 11% evaluate or measure its impact.¹⁸

Immediate impact

Analytics: Engagement analytics. Modest impact can happen immediately if someone views your content and is motivated to engage with it (e.g., liking, sharing, re-tweeting, commenting, etc.).

Immediate to short-term impact

Take a look at your conversion analytics. Did your social media effort have a deeper impact, encouraging followers to volunteer, sign up, advocate, or participate in your program in some way?

Long-term impact (Outcomes)

The major goal behind your social media effort is to have an impact on your target population: increased knowledge, changed attitudes, and safer behaviors leading to healthier lives. These types of results are referred to as the outcomes of your effort.

Measuring outcomes is a more formal evaluation study that allows you to gauge whether your social media effort had an impact on your target audience's knowledge, attitudes, or behavior. Outcome studies are more time-, resource-, and labor-intensive than data analytics analyses. Population sampling, pre- and post-testing, and follow-up research are usually all required.

Include impact stories.

The data you want to evaluate isn't just about numbers, percentages, frequencies, and statistical analyses. Qualitative data—in the form of interviews, written or visual narratives, and other personal stories—is also a type of data you can collect and analyze to inform your efforts.

Reporting on Your Data

Evaluation informs your future efforts and any stakeholder who may be interested.

Data summary reports. We recommend you start simple and small with reporting. Rather than prepare one major report at the end of your social media project, plan on creating several smaller data summary reports as you go. You can then use these reports at the end of a campaign to help craft a final report. By analyzing your data regularly, you'll see trends over time and you'll answer the following questions:

- Are your followers and page views increasing?
- Is your content inspiring further action?
- Are you reaching your target audiences?
- What types of engagement are happening?
- Are followers doing what you hoped they would do with your content?

Create a data summary report for each progress or reporting period required by your agency and funders. In the report, you can present data comparisons between periods, summarize findings-to-date, and analyze the lessons you're learning about:

- The tone, style, format, and subject matter of your content.
- The scheduling/timing of posts.
- The comparative success of organic versus paid postings.
- What approaches seem to be working best.

Should you report only positive results to funders?

Our simple answer is no. For one thing, that's disingenuous and ultimately serves no one—not your funders, not your organization, and not your target audience. You'll only raise doubts about the integrity of your organization.

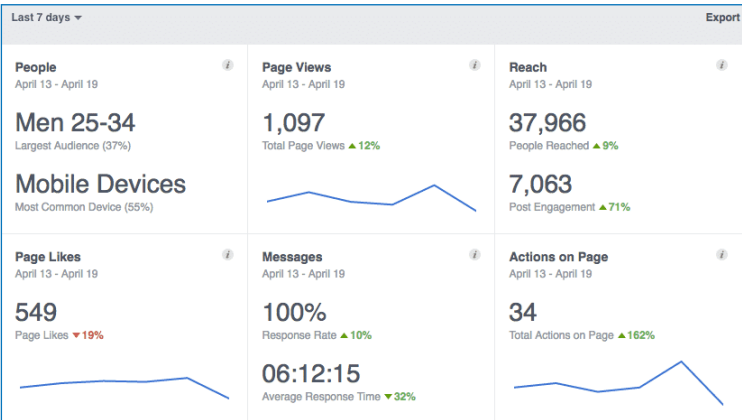
For another thing, rethink the idea that you're presenting failure data. We learn from our mistakes. Ignoring them is a missed opportunity not only to learn, but to chart new paths in an informed way. As one social media analyst points out:

"Failure is underrated. The more often you fail, the more new things you've tried. The problem with most data collection is that you will always succeed if your only goal is to 'see what happens,' 'look at the data,' or 'observe.' It's impossible to fail, and it's also impossible to make big strides in learning."¹⁹

If you are including analytics from major social media platforms, consider using their data reports/formats as presented. If you are using a different social media dashboard that is providing you with analytics, draw relevant analytics from this to include in your report. Some examples from Facebook, Twitter, and a social media dashboard follow.

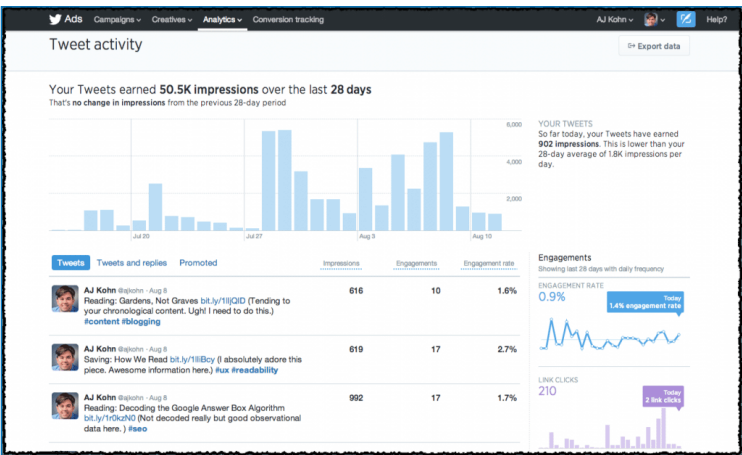
Facebook

Example of a Facebook Insights Overview page covering data analytics for one week, includes: likes, page views, reach, messages, actions on page, and analytics on the largest audiences and most common mobile devices used.



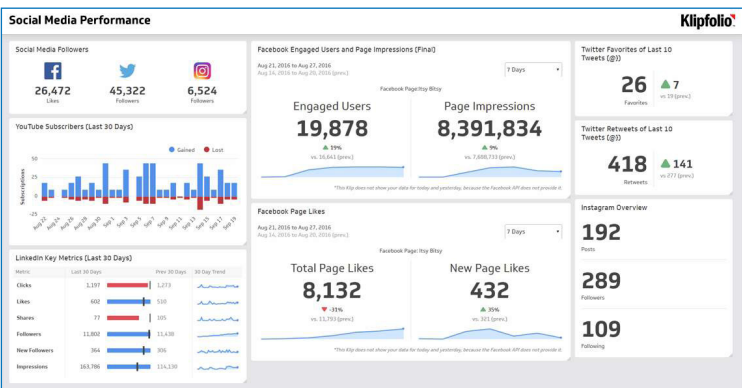
Twitter

Example of a Twitter analytics online report covering tweet activity for a 28-day period, includes metrics for: impressions, average impressions, engagements, engagement rates, link clicks, most popular tweets.



Social Media Dashboards

Example of a social media dashboard providing a 30-day overview of metrics across social media platforms, includes: Facebook likes, featured page likes, engagement and page impressions, Twitter and Instagram followers, YouTube subscribers and favorites, YouTube subscribers, and additional Instagram and LinkedIn key metrics.



Distinguish between outputs and outcomes.

When reporting on their social media efforts, programs sometimes confuse two related but distinct concepts: outputs and outcomes.

Outputs refer to the social media actions your organization carried out. Examples include: a website article or blog, a tobacco-control ad you run on YouTube, or a contest you run on Twitter or Facebook.

Outcomes refer to the changes, actions, and impact your social media activity had on the target population.

Examples include: increased knowledge of health risks associated with smoking, increased visits to the websites associated with the posts, increased comments on each post, etc.

Here's one example of confusing outputs and outcomes:

"One of our successful outcomes is that we ran 10 original tobacco-control ads on different social media platforms this year."

Those tobacco-control ads were actually outputs. They need to be discussed in reports so readers and funders know what you included in a given social media project.

When you report on outcomes or impact, you are describing what happened as a result of your efforts. For example:

"As a result of our 10 tobacco-control ads posted on social media, we had a 40% increase in visitors to our website this quarter and a 30% increase in new sign-ups for our summer 'kick-the-habit' program."

Learn and Modify

Learn, modify, and plan next moves.

When it comes to evaluating your social media efforts, there are valuable lessons to be learned about what worked well, what worked moderately well, and what didn't work at all. Think of any "mistakes" made in your social media strategy as important lessons or learning opportunities.

Did your evaluation efforts suggest that some new content is in order?

Perhaps you learned it's time to try a different social media platform, or possibly that the platform you chose is working great!

Did you learn that some social messaging approaches or content strategies had greater impact in reaching and engaging your target audiences?

Whether your social media effort soared or stumbled, the lessons learned will provide you with a helpful roadmap for where you should focus in the near future.

Experiment with your social media approach.

Modify your social media strategies to achieve better target audience reach and engagement goals.

Continue with social media strategies that are having positive results.

We recommend meeting with your staff after any social media evaluation effort. Take time to process what you did and the key lessons learned about your social media approach. Use these lessons to help guide you with your future social media planning efforts. Use the [Evaluating What We've Learned Worksheet](#) to help guide this important discussion.

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APPENDIX: Worksheets

- A Logic Model for Our Social Media Efforts Worksheet
- Choosing a Social Media Platform Worksheet
- Roles and Responsibilities Worksheet
- Organizational and Social Media Values Worksheet
- Whose Influence Will Help? Worksheet
- Evaluating What We've Learned Worksheet
- Concept Calendar
- Editorial Calendar
- Editorial Calendar Process Flowchart
- Social Media Response Guidelines

A LOGIC MODEL FOR OUR SOCIAL MEDIA EFFORTS WORKSHEET

Directions: Fill out the fields in the logic model starting with 1) the problem you are addressing, and 2) a description of your target population(s).

Next, fill out the remaining fields starting on the RIGHT with 3) outcomes/long-term goals. Continue working right to left (outcomes to inputs) for planning purposes. When you are ready to implement your social media effort, refer back to the model, this time *working from left to right* (inputs to outcomes).

1 - PROBLEM WE ARE ADDRESSING:			
2 - TARGET POPULATION(S) WE WANT TO SERVE:			
 PLAN FROM RIGHT TO LEFT			
6 - INPUTS: WHAT RESOURCES DO WE NEED?	5 - OUTPUTS: ACTIVITIES NEEDED TO ACHIEVE GOALS?	4 - OUTCOMES: SHORT-TERM GOALS	3 - OUTCOMES: LONG-TERM GOALS
IMPLEMENT YOUR PLAN FROM LEFT TO RIGHT 			

CHOOSING A SOCIAL MEDIA PLATFORM WORKSHEET

This worksheet can help you identify your social media goals, key messages, and ideas about the target audiences for these efforts. Use the information from the worksheet when you review the various social media platforms available to you and decide which will best help you reach and engage your target audiences.

1. WHAT ARE OUR TOP TWO GOALS WITH THIS SOCIAL MEDIA EFFORT?

- ☐ To build awareness of our organization
- ☐ To share information about current programs/issues/policies
- ☐ To share educational information; to teach
- ☐ To engage audiences with content that is intended to help/motivate them
- ☐ To recruit volunteers, participants, members
- ☐ To build support for a specific organizational cause, program, policy, or effort
- ☐ Other: _____

2. WHAT KEY ORGANIZATIONAL MESSAGES DO WE WANT TO DELIVER USING SOCIAL MEDIA?

- a) _____
- b) _____
- c) _____

3. AUDIENCE:

Who are we trying to reach with our messages? _____

What age range are they in? _____

What type of social media platforms do they use? _____

What are key issues they care about? _____

What is our current relationship with this audience? (How well do they know our organization?) _____

4. HOW DOES OUR TARGET AUDIENCE USE SOCIAL MEDIA? (CHOOSE UP TO 2):

- ☐ Critics: they engage and comment on material online
- ☐ Creators: they develop and post new content online
- ☐ Collectors: they subscribe to RSS feeds, save content for reading/later reference
- ☐ Spectators: they don't participate but read content/watch videos/listen to podcasts, etc.
- ☐ Inactive: no activity

ROLES AND RESPONSIBILITIES WORKSHEET

Start off your policy making by figuring out who's in charge of what. The below example shows how an organization might divvy up the responsibilities of a social media team.

		WHAT? Facebook	WHAT? Twitter	WHAT? LinkedIn	WHAT? YouTube
WHO?	Bodhi	1x/day min.	2x/day min.		
Details		<ul style="list-style-type: none"> - Minimum once a day for Facebook and twice a day for Twitter, but more is better - Make sure posts are different types (e.g., photo/text-only/user content) 			
WHO?	Kimi				3x/week
Details		<ul style="list-style-type: none"> - Checks channel 3 times per week (e.g., respond to comments, follow accounts, etc.) - Posts videos as created 			
WHO?	Mia			1x/week	
Details		<ul style="list-style-type: none"> - Updates with new research, hiring announcements, and other highlights 			
WHO?	Angel				
Details		<ul style="list-style-type: none"> - Fills in when primary caretaker is unavailable - Oversees all social media accounts and creation - Stores passwords and login information securely 			

Now it's your turn. Take a minute with your team to assign roles and responsibilities. Fill in each column with a social media site you plan on using, and each row with a team member. While some groups may have only one or two team members or social media platforms they're using, there's extra room in case you plan on having a larger social media team or presence.

	WHAT?	WHAT?	WHAT?	WHAT?	WHAT?
WHO?					
Details					
WHO?					
Details					
WHO?					
Details					
WHO?					
Details					
WHO?					
Details					
WHO?					
Details					
WHO?					
Details					
WHO?					
Details					

SOCIAL MEDIA VALUES WORKSHEET

It's important to align your social media goals and values with your organization's goals and values. Start by thinking about your organization's mission statement. Use that to frame your overall goal for using social media.

Our example:

YOUR ORGANIZATION'S MISSION STATEMENT

To provide science-based innovative solutions in health and education designed to achieve transformative change in individuals, families and communities.

YOUR SOCIAL MEDIA MISSION STATEMENT

We will provide information to our followers that is in line with our mission statement and interact with our users in a positive, goal-oriented way.

You can write your social media mission statement in whatever way works best. We opted for a simple language version, but that doesn't mean you have to. Spend some time discussing in your team what's the most important goal of your social media accounts.

YOUR ORGANIZATION'S MISSION STATEMENT

YOUR SOCIAL MEDIA MISSION STATEMENT

You're in the final stretch. Now we want you to think about some of your organization's main values. These may or may not be stated in your organization's handbook or code of conduct.

Our example:

ORGANIZATIONAL VALUES

1. Provide science-based and accurate information
2. Deliver quality content
3. Respectful to coworkers
4. Be responsive—aim to respond within 48 hours
5. Be inclusive of experiences and viewpoints different from your own

You may have a lot to say or a little. That's okay—there's no right or wrong answer here.

ORGANIZATIONAL VALUES

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

Now use those same values to help make your social media values.

Our example:

SOCIAL MEDIA VALUES

1. Provide accurate content and information
2. Post only quality content
3. Be respectful to all people in all situations
4. Be responsive—aim to respond within 24 hours, faster is better
5. Be inclusive of other viewpoints and practice cultural humility in posts
6. Be approachable to followers
7. Prioritize customer service and respond appropriately

We had a few values that were different from our organizational values. It's okay if your social media values don't match up perfectly. This is just a brainstorming exercise to help you figure out what's important to you and your team.

SOCIAL MEDIA VALUES

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

WHOSE INFLUENCE WILL HELP? WORKSHEET

Directions: Working with your team, work to research and identify influencers, organizations and individuals:

- a) whose voices you would like to amplify; and
- b) that could potentially help you with your social media outreach efforts.

1. What organizations/partners are addressing similar challenges to us and/or are otherwise aligned with our causes and interests?

NAME/Organization type: _____

Shared interests include: _____

Type of content they produce: _____

Frequency of content they produce: _____

Their followers: _____

They follow: _____

NAME/Organization type: _____

Shared interests include: _____

Type of content they produce: _____

Frequency of content they produce: _____

Their followers: _____

They follow: _____

NAME/Organization type: _____

Shared interests include: _____

Type of content they produce: _____

Frequency of content they produce: _____

Their followers: _____

They follow: _____

2. Who are some key experts in our topical areas (e.g., individuals or organizations in science, academics, policy, media, government, etc.)?

Name/affiliation: _____

Areas of expertise: _____

Name/affiliation: _____

Areas of expertise: _____

Name/affiliation: _____

Areas of expertise: _____

3. Who is currently writing about the issues we care about? (e.g., journalists, academics, bloggers, researchers, policy makers, etc.)

Name/affiliation: _____

Areas of expertise: _____

Name/affiliation: _____

Areas of expertise: _____

Name/affiliation: _____

Areas of expertise: _____

4. Are there celebrities/public figures aligned with our cause?

Name/affiliation: _____

Their connection: _____

Name/affiliation: _____

Their connection: _____

Name/affiliation: _____

Their connection: _____

5. Are there community followers we would like to reach/thank?

Follower: _____

Thank them for: _____

Follower: _____

Thank them for: _____

6. Who can share (or be the focus of) an engaging human-interest story about the work we are doing (our mission, goals, impact, etc.)?

Name/story idea: _____

Name/story idea: _____

EVALUATING WHAT WE'VE LEARNED WORKSHEET

Complete this worksheet with your social media team. This form can be used with any social media effort your organization undertakes.

1. Brief description of our recent social media effort (include timeframe):

2. Social media platform(s) used:

3. Target audience:

4. Brief description of key content messages:

5. What 1-2 key objectives were we hoping to accomplish with this social media effort?

a.

b.

6. What metrics did we use to gauge our performance with this social media effort?**7. What are three key data findings from this effort?****a.****b.****c.****8. Overall, how successful do we think this social media strategy is in helping us meet our objectives?****9. What are two key “take-away” lessons we learned that we can use in planning our next social media efforts?
(e.g., lessons learned about platform, content, approach, target audience, etc.)****a.****b.**

Example Tobacco Control Agency

Social Media Editorial Concept Calendar

January 2017						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 New Year's Resolution	2	3	4 Thirdhand Smoke	5	6 Benefits of Quitting	7
8	9	10 National Mentor Month	11	12	13 Benefits of Quitting	14
15	16 New Year's Resolution	17	18	19 Community College Anti-Tobacco Policy	20	21
22	23	24 Benefits of Quitting	25	26 Secondhand Smoking	27	28
29	30 Community College student quote	31				

Primary Themes: New Year, New Start; Quitting

Total number of Posts: 10 planned posts, 2 opportunistic posts (Total of 12 posts in January)

Example Tobacco Control Agency
Social Media Editorial Concept Calendar (cnt'd)

- **CONCEPT NAME:** New Year's Resolution
 - **CONTENT PILLAR:** Opportunistic
 - **CONTENT TYPE:** Photo Post
 - **POST TIMING:** January 1st, January 16th
 - **QUANTITY:** 1 or 2
 - **KEY MESSAGE:** Encourage followers to start their year with a tobacco-free lifestyle. Give further encouragement on second post.

- **CONCEPT NAME:** Third-Hand Smoke
 - **CONTENT PILLAR:** Educational
 - **CONTENT TYPE:** Photo
 - **POST TIMING:** January 4th
 - **QUANTITY:** 1
 - **KEY MESSAGE:** We can use data from the recently published study to show that smoking can leave harmful residue in your car or home that can impact others, even if you don't smoke around them! Specifically, a researcher is quoted saying that third-hand smoke can linger in an area for up to five years!

- **CONCEPT NAME:** Benefits of Quitting
 - **CONTENT PILLAR:** Educational
 - **CONTENT TYPE:** Photo/Link
 - **POST TIMING:** January 6th, January 13th, January 24th
 - **QUANTITY:** 3
 - **KEY MESSAGE:** Posts with a link or photo will inform individuals how quitting smoking will affect one's body. This is specifically aimed at engaging people who are attempting to quit or have recently quit and can help motivate people to continue the journey to being tobacco free. Information can be pulled from the CDC website and smokefree.gov. Sample topics are included below.
 - After just 24 hours smoke free, blood pressure and heart rate have lowered. Within just one day, risk of a heart attack declines.
 - Within 2-5 years of quitting smoking, the risk of a stroke lowers to approximately that of a non-smoker.
 - Within 5 years, risks of cancer of the mouth, throat, esophagus, and bladder drop by half.

- **CONCEPT NAME:** National Mentor Month
 - **CONTENT PILLAR:** Opportunistic
 - **CONTENT TYPE:** Photo
 - **POST TIMING:** January 10th
 - **QUANTITY:** 1
 - **KEY MESSAGE:** Educate parents that they are mentors and their actions reflect on their children. Use stat that children with smoking parents have a higher chance of becoming smokers themselves. It is time for parents to set good examples for both health and fitness for their kids!

- **CONCEPT NAME:** Community College Anti-Tobacco Policy
 - **CONTENT PILLAR:** Opportunistic
 - **CONTENT TYPE:** Photo Posts
 - **POST TIMING:** January 19th, January 30th
 - **QUANTITY:** 1 or 2
 - **KEY MESSAGE:** On first day of their semester, congratulate the local community college for starting the new year on the right foot with a new tobacco-free policy. Additionally, have one post with a student commenting on the new rule.

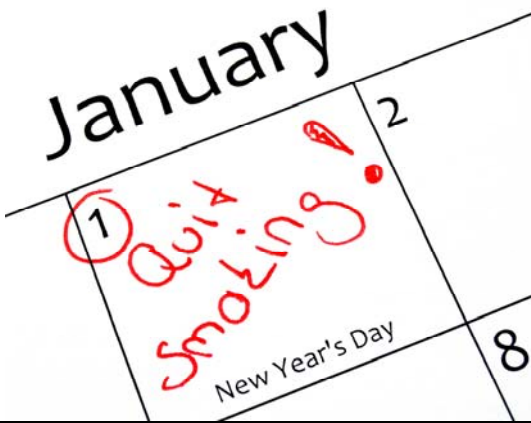

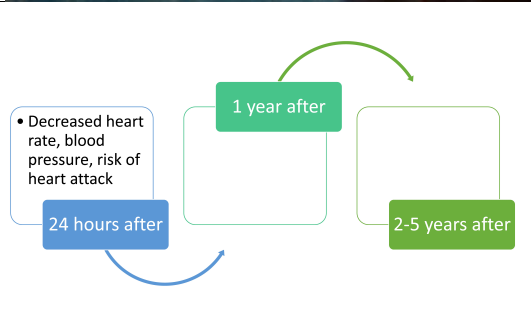

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CONCEPT NAME: Secondhand smoke

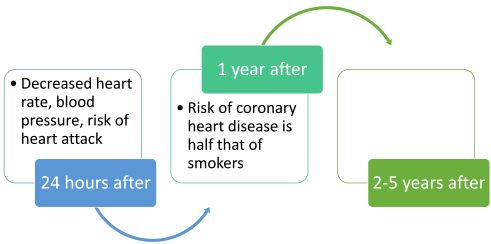


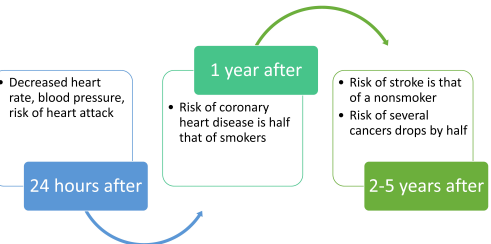

- o **CONTENT PILLAR:** Educational
- o **CONTENT TYPE:** Photo
- o **POST TIMING:** January 26th
- o **QUANTITY:** 1

KEY MESSAGE: Secondhand smoke can easily affect passersby. Blowing smoke away from others does not keep them safe from passive smoking. Secondhand smoke, or smoke that trails off the end of a lit cigarette is more dangerous than Mainstream smoke- the smoke blown by smokers.

Example Tobacco Control Agency Social Media Editorial Calendar

Proposed Posting Date	Day of Week	Post Type	Proposed Copy	Proposed Image, Video, Link	Notes (i.e. data source)
January 1 st	Sunday	New Year's Resolution (Link post)	Caption: New Year, new start! Today is a day for resolutions. Whether for you that means eating healthier or quitting tobacco, we support you! Download the quit smoking app to help you quit.		This will be a link post going directly to the app store download page. http://apple.co/2vFMAhY
January 4 th	Wednesday	Thirdhand Smoke (Link post)	Caption: Did you know that thirdhand smoke—toxic residue left on indoor surfaces from smoking—may be responsible for tobacco related health problems in children and nonsmokers?		This will be a link post going to this link: https://cle.clinic/2GvxrrE
January 6 th	Friday	Benefits of Quitting (Link post)	Caption: Benefits of quitting? After only 24 smoke free hours, a person will experience a decrease in their heart, blood pressure, and risk of heart attack.		This will be a link post for the following URL: https://bit.ly/2hd1Goo
January 10 th	Tuesday	National Mentor Month (Photo post)	Caption: It's National Mentor Month, and who is a bigger mentor to their children than their parents? The longer a parent smokes, the more likely their child is to smoke. Set an example for your child by not smoking or quitting today!		Source: http://reut.rs/2x1rl11

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January 13 th	Friday	Benefits of Quitting (Link post)	Caption: Benefits of quitting? How about one year after their last cigarette a person's risk of coronary heart disease is half that of a smoker's?		This will be a link post for the following URL: https://bit.ly/2hd1Goo
January 16 th	Monday	New Year's Resolution (Link post)	Caption: Two weeks after New Year's almost 1/3 of people give up on their resolutions. We believe you can keep yours! If your resolution was to quit smoking, get a little extra help with the quit smoking app.		This will be a link post going directly to the app store download page. http://apple.co/2vFMAHy Source: https://www.statisticbrain.com/new-years-resolution-statistics/
January 19 th	Thursday	Local Community College Anti-Tobacco Policy (Photo post)	Caption: Our local community college is starting the New Year off right—students in class today will find the campus is now smoke and tobacco free. Congratulations on making your community a healthier place!		
January 24 th	Tuesday	Benefits of Quitting (Link post)	Caption: Benefits of quitting? A former smoker's risk of stroke is the same as a nonsmoker's after 2-5 years. Another bonus? Within 5 years the risk of mouth, throat, esophagus, and bladder cancer are cut in half!		This will be a link post for the following URL: https://bit.ly/2hd1Goo
January 26 th	Thursday	Secondhand Smoke (Link post)	Caption: Blowing smoke away from others does not keep them safe from passive smoking. Secondhand smoke, or the secondhand smoke that trails off the end of a lit cigarette is more dangerous than Mainstream smoke- the smoke breathed out by smokers.		This will be a link post going to this link: https://bit.ly/2jM0fl7

Example Tobacco Control Agency Social Media Editorial Calendar Creation Process



Example Tobacco Control Agency

Social Media Response Guidelines

These guidelines are intended to provide direction on how to respond to social media community member questions and comments as well as mitigate risk to the agency's brand. Responding to the public provides an opportunity to drive advocacy by acknowledging and thanking individuals for positive statements and encouraging further involvement. These guidelines will help reinforce the agency's social media objectives by engaging with the public directly.

Code of Conduct/Rules for Participation:

Rules for community member participation will be specified for engaging within the agency's social media community. These will support a spam-free, family-friendly community experience. Items that will be removed include profanity, offensive language, personal attacks and illegal items (e.g., laws that govern use of copyrights, etc., will be followed.). Repeated violations of the rules for participation will result in banning from the community. These rules will be posted or linked to on all agency social media pages in the "about" section.

Response to Positive Comments:

Response to positive comments is at the discretion of the social media coordinator. In general, response should thank community members for specific acts of advocacy (e.g., supporting smoke-free places, vowing to quit smoking, etc.) Higher levels of engagement, such as sharing photos or stories, are particularly worthy of response, e.g., *"Lisa, thanks for the great photo."*

Answers to Community Member Questions:

Questions may be answered by the social media coordinator if other community members do not answer them first. Responses will include encouraging tobacco control advocates to continue their involvement in the movement or providing tips on how to quit smoking. Responses may also come in the form of a providing a link to a website where more information resides with a sentence or two addressing the question. This kind of engagement allows community members to see that the agency is listening and responding.

Frequently Asked Questions:

Answers to frequently asked questions (FAQs) will be provided to the community. FAQs may be useful to manage response to recurring questions and in addressing breaking issues.

Reposting Previous Community Member Postings:

On occasion community members share stories, photos and video expressing their commitment to the tobacco control movement. Reposting these assets by the agency in various ways (within status updates, photo albums, etc.) may help promote greater advocacy among community members. When these assets are reposted, the given community member should be thanked directly for their contribution to the community.

Response to Negative Comments and Complaints:

Response to any negative comments must remain positive, never engaging in an argument. The first step will always be to identify the complaint type, as this will determine response:

1. Legitimate complainer
 - Treat each comment/question with respect
 - Respond publicly in original channel
2. Engaged critic (offering suggestions or disagreeing respectfully)

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- Treat each comment/question with respect
- Respond publicly to the community (not the individual) when deemed necessary, *E.g., "Bob (and others who have shared), thanks for taking the time to share your comments. There are several reasons why we (e.g., made an ad about the environment, etc.)..."*

3. Troublemakers (who may have grudge against tobacco control or represent the tobacco industry)

- Allow advocates to respond to troublemakers. If no immediate response, consider asking other community members for feedback to help manage the issue
- If violating our community code of conduct (e.g., profane or otherwise hateful comments) remove posts and notify community member why posts have been removed (if explanation deemed necessary)
- If troublemaker posts similar messages excessively (e.g., daily), remove new posts. If attacks persist, remove member from community

Response to Spam:

On occasion, some community members will post various forms of unsolicited messages such as promotion of various other websites. This is acceptable if the websites are relevant to pushing forward the tobacco control movement. However, posts which don't add value to existing conversations and simply promote products or websites will be removed.

In general, spam or posts are to be deleted if they contain:

1. Posts or conversations which use profanity
2. Threats or malicious language involved
3. Links to tobacco industry promotional sites
4. Links to external, irrelevant sites
5. Irrelevant viral memes and non-sequiturs such as: "This is Facebook Bob", "Can this X get more fans than Y", etc.
6. Links to internal Facebook pages which are not fan/product related
7. Racial comments
8. Obscene, pornographic or sexually explicit material
9. Solicitation of passwords or personal information from anyone
10. Repeated posts, especially ones which are off-topic