

# Enhancing the Social Media Strategy of the Winch and the Belsize Community Library

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Enhancing the Social Media Strategy of the Winch and the Belsize Community Library

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<http://www.wpi.edu/Academics/Projects>.

## Abstract

The goal of this project was to enhance the social media strategies of the Winch and the Belsize Community Library (BCL). To achieve this goal, we assessed current social media practices in non-profit organizations, evaluated the current social media strategies for both the Winch and the BCL, solicited the opinions of the staffs and followers regarding their current social media presence, and utilized the data collected to devise enhanced content strategies. Based on our findings we recommend the Winch and the BCL: advertise their platforms; improve engagement across platforms tailoring posts in terms of audience, timing, and content; and a social media committee made up of existing staff.

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The external groups who assisted our team with the completion of this project are listed below:

- Brandon Centre
- The Hive
- JW3
- Friends of Stoneleigh Community Library
- Upper Norwood Library
- Blackfen Community Library

# Executive Summary

## Introduction

The Winch is a children's charity and non-profit organization located in the Swiss Cottage ward in of the London Borough of Camden. Its subsidiary, the Belsize Community Library, is a community library located in the Belsize Park ward also located in the London Borough of Camden. The Winch and the Belsize Community Library have a long history of supporting their communities by providing programs to young people, families, and community members. In today's digital age, the use of social media to engage, inform, and connect with the members and wider community of charitable organizations has become essential to their outreach and success. The Winch and the Belsize Community Library want to follow this trend and improve their own social media presence and increase engagement on all platforms operated by their staff to engage more of their users, patrons, and major donors.

The goal of this project was to enhance the social media strategies of the Winch and the Belsize Community Library. To achieve this goal, we established four objectives:

1. Assess current and best practices in the development and delivery of social media strategies for non-profit organizations.
2. For both the Winch and the Belsize Library, evaluate the current social media presence, following, and overall strategies.
3. Solicit the opinions of the staffs and followers regarding the organization's current social media usage and outreach.
4. Utilize the data collected to develop improved content and strategies to enhance the social media presence and effectiveness of both organizations, particularly with potential donors, beneficiaries, and patrons.

## Methodology

To assess the current and best practices in the development and delivery of social media strategies for other non-profit organizations, we conducted background research on best practice in social media strategies. We manually coded social media posts from different community centers and community libraries with similar functions to those of the Winch and the Belsize Community library to establish trends of reactions based on content type and posting methods.

Finally, we conducted interviews with the representatives of these community centers and libraries to ask targeted questions to understand their current use of social media.

To evaluate the current social media presence, following, and overall strategies of the Winch and the Belsize Community Library, our team first analyzed the social media analytics of the Winch on each platform. We manually looked at the reactions of the last 50 posts on each platform operated by both the Winch and the Belsize Community Library to identify trends of reactions by post compared to days of the week, content type, and posting method.

We interviewed staff at the Winch and the library, surveyed parents of the Winch, and surveyed patrons of the library to solicit opinions about the current social media presence and strategy of both organizations. We also interviewed and surveyed major donors to gain insight on what social media platforms major donors use and what content they want to see from the Winch and the Belsize Community Library. Finally, we held informal conversations with youth, ages 12 to 16, that use the Winch's services to see how the Winch's social media platforms can appeal to their beneficiaries of younger age groups.

To develop improved content strategies, we created a deliverable for our project sponsors that outlines the best practices our research establishes.

## Conclusions

From our manual social media coding, we discovered that there were specific days of the week that garnered the most reactions per post on different social media platforms for community centers and community libraries. We also discovered that videos and photos, showing the impact of organizations and the services provided received the most reactions.

From interviews with community center staff members, we learned that regular consistent posting is the best way to increase engagement and that dividing work across multiple people increases creativity and the ability to post more frequently. Interviews with community library staff members taught us that libraries should use specific language based on target audiences and have found that they gain more reactions to posts when they post during weekday commuting hours.

We determined that many major donors of the Winch and the Belsize Community Library do not use social media. Most do not believe that social media plays any part in their decision to donate to a charity. However, they would like to see more videos focused on the activities and programs at the Winch.

After surveying the parents of young children in the Play Time group at the Winch, we found that those surveyed do not follow the Winch on social media and many did not know the Winch even had social media. For those that do follow the Winch, they mainly follow them on Instagram and Facebook. The parents would like the Winch to post more photos of the children, staff, and activities.

Lastly, we found that patrons of the Belsize Community Library do not follow the library on social media. Those surveyed were most likely to use Instagram, Facebook, and LinkedIn. The majority of those that use Instagram use stories every time they go on Instagram or often when they go on Instagram. Patrons would like to see more posts about the library's events, using pictures and videos.

## Recommendations

We identify recommendations in four topic areas, as seen below:

1. In terms of advertising social media accounts, we recommend the Winch and library:
  - Promote social media to beneficiaries and major donors.
  - Paid targeted advertisements.
  - Link social media platforms together.
  - Add handles to any informational text (i.e. newsletters, flyers, promotional material, email chains, and text chains).
2. To increase engagement across platforms for the Winch and BCL, we recommend they:
  - Post content on the recommended time and day of the week for each platform.
  - Post the right type of content for each platform.
3. To increase communication between organization and followers, we recommend they:
  - Use social media features including story posts.
  - Add a space for followers to ask questions.
  - Use polls on Instagram stories.

- Use post captions to ask the followers to comment on a post.
4. To address other constraints, we recommend the Winch and BCL:
    - Encourage collaboration among employees on their social media accounts.
    - Create a social media committee to help generate content.
    - Understand what content each audience likes to see (Donors, Parents, Youth, and Library Patrons).



## Authorship

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	<b>Acknowledgements</b>	KV
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## 1. Introduction

In today's digital age, establishing a presence on social media has become essential for charitable organizations, including community centers looking to engage, inform, and connect with their members and the wider community. An effective social media presence enhances engagement and fosters a sense of belonging and involvement among stakeholders. However, creating effective social media for community centers and libraries requires more than just frequent posts or generic content. The Winch and Belsize Community Library in North Camden, London, wants to improve their social media presence and increase engagement on all platforms to engage more of their users (and potential users) and to attract a greater number of donors. A subsidiary of the Winch, the Belsize Community Library in Belsize Park, also wants to improve its social media presence and effectiveness to attract more library patrons.

A previous study (Huitema, Mani, & Makabali, 2023) found that using social media was invaluable in attracting more patrons to the Belsize Community Library following the pandemic. They emphasized that the library should clearly communicate the financial struggles to their users and improve cross posting on different social media platforms. There have thus far been no studies that have assessed the current use of social media at the Winch independent of the Belsize Community Library. A recent study, however, suggests that non-profit organizations have increased donations and engagement when they employ an effective social media strategy (Albanna, 2022).

Our overall project goal was to develop social media strategies for the Winch and the Belsize Community Library to reach their target audiences (including current donors, potential donors, and library patrons) more effectively. To achieve this goal, our team:

1. Assessed current and best practices in the development and delivery of social media strategies for non-profit organizations.
2. Evaluated the current social media presence, following, and overall strategies of the Winch and the Belsize Community Library.
3. Solicited the opinions of staff and followers regarding the organization's current social media usage and outreach.



4. Utilized the data collected to develop improved content and strategies to enhance the social media presence and effectiveness of both organizations, particularly with potential donors, beneficiaries, and patrons.

To achieve the first three objectives, we used a cross-functional approach that involves: background research; analysis of social media analytics; interviews with other community centers; and interviews with staff, high profile donors, and beneficiaries/patrons of The Winch and the library. Based on our findings, we developed strategies with examples of social media content that the Winch and the Belsize Community Library can use to enhance their social media presence and activity.

## 2. Background

In this chapter we cover four topics. First, we discuss the importance of community centers and their functions, particularly regarding services for youths. Second, we introduce The Winch and the Belsize Community Library by investigating their functions. Third, we summarize the importance of social media and how it can be used by non-profits. Finally, we analyze the social media platforms used by The Winch and the Belsize Community Library from a critical lens.

### 2.1 Community Centers' Roles and Functions

Community centers in the UK serve as crucial hubs for underprivileged youth, offering a safe and nurturing environment for them to connect, learn, and thrive (Baldrige, 2017). These non-profit organizations aim to enhance the well-being of their communities by providing a diverse range of programs, with a particular focus on supporting disadvantaged youth who face limited opportunities due to economic and social circumstances.

Programs specifically geared towards youth often encompass outdoor activities, career workshops, and personal finance courses. These initiatives aim to equip young people with valuable skills and knowledge, fostering personal development and empowerment (Baldrige, 2017).

Evidence suggests that community-based educational spaces (CBES) play a significant role in enhancing the academic achievement of marginalized youth (Baldrige, 2017). By building social capital, promoting social awareness, and facilitating positive change within schools and communities, these spaces strive to address educational inequalities.

However, potential challenges exist. The dependence on funding sources can lead to conflicts with funders, potentially impacting program effectiveness and sustainability (Baldrige, 2017). This challenge can also be caused by donors being frustrated with how their money is being used. Additionally, while fostering social inclusion is a core objective, these centers may inadvertently contribute to maintaining existing inequalities due to their connection to the broader political and economic context. (Baldrige, 2017)

Despite these challenges, community centers remain vital for disadvantaged youth. They offer crucial support networks, fostering social capital and promoting social awareness among young people. By providing a platform for personal development and community engagement, these centers strive to empower the younger generation to build brighter futures, ultimately contributing to a more equitable and vibrant society (Suykens, 2019).

## 2.2 The Winch: History, Purpose, and Programs

The Winch is a community center based in the Swiss Cottage neighborhood in the northern end of the London Borough of Camden. Like many community centers, the Winch has a long history of supporting its communities by providing programs to young people and families in need of employment assistance, child-care, and personal development.

### 2.2.1 History of the Winch

On April 12, 1972, a group of 13 homeless people took over the Winchester Arms pub, located at 21 Winchester Road in Swiss Cottage, and built a non-profit organization with the support of the local community. This organization has been registered as a charity under the name The Winchester Project, but it is generally known as the Winch. Following the tragic 2011 murder of Milad Golmakani, a local 22-year-old, the Winch pursued a more determined strategy to effect change in the community (Our History, 2019). The staff took young people to visit youth projects in Harlem, New York to research lessons that could be implemented at the Winch to benefit the community. Both the young people and staff returned with several new insights which gave them a new sense of purpose.

The staff developed the ‘Promise Work’ approach whereby staff form long-term relationships with younger people in the community to give them guidance and help to coordinate the youths’ interactions with school, social workers, and other agencies (Promise Work, 2019). The staff also established the ‘Promise Partnership’ to bring together local partners (e.g., businesses and other charities) to work together to secure positive changes in the community. For example, in 2023, the American School in London (which is near the Winch in the St. John’s Wood neighborhood of Camden) donated holiday presents to children in need and in 2023 The Hall School (which is near the Winch in Belsize Park) helped to organize a 100km bike ride to raise funds for the Winch (LinkedIn, 2023). In 2012, the Winch took over the Belsize

Community Library, to offer youth in the community a safe place to grow and educate themselves (Our History, 2019).

### 2.2.2 Profile of the Wards Served by the Winch

Each borough in London is split into wards, which are voting districts. The Winch is located in the Swiss Cottage ward in mid-West Camden (Figure 1.). Swiss Cottage is a relatively affluent ward, but The Winch serves many residents from less affluent neighboring wards of Kilburn, Gospel Oak, Haverstock, and Primrose Hill. The Belsize Community Library is located in Belsize ward, which is also relatively affluent compared to the rest of Camden (Figure 1).



Figure 1. The Locations of the Winch (★) and Belsize Library (★) (Swiss Cottage, 2020)

Camden is home to around 210,100 residents, as of 2021 (How life has changed, 2021). Swiss Cottage is the most populous ward followed by Belsize, Kilburn, Haverstock, and Primrose Hill and lastly, Gospel Oak (Swiss Cottage Ward Profile, 2020; Kilburn Ward Profile, 2020; Haverstock Ward Profile 2020; Primrose Hill Ward Profile, 2020; Gospel Oak Ward Profile, 2015). The average ward age is around 40 years old, but each ward also has many young adults and children. Most of the wards near the Winch have high populations densities compared to the Camden average. High population densities are often associated with higher rates of poverty and unemployment which can amplify social and economic inequalities through lack of access to housing, healthcare and education.

These challenges can be seen in many of the wards served by The Winch. For example, Figure 2 shows the proportion of children living in poverty by ward compared with the average in Camden, London, and England as a whole. Poverty in England is defined as when an equalized household income is below 60% of median household income in an area. For Camden, a household is in poverty if it makes less than £21,632 per year (Swiss Cottage Ward Profile, 2020).

These high poverty rates are due to many factors. The high population density, as mentioned before, of these wards does not correspond to the number of jobs and social services available to the ward’s residents. Due to this imbalance, children and young adults in Camden are greatly impacted by the deprivations present in their respective wards, with some areas ranking within 10% of the most deprived areas for children in England (Swiss

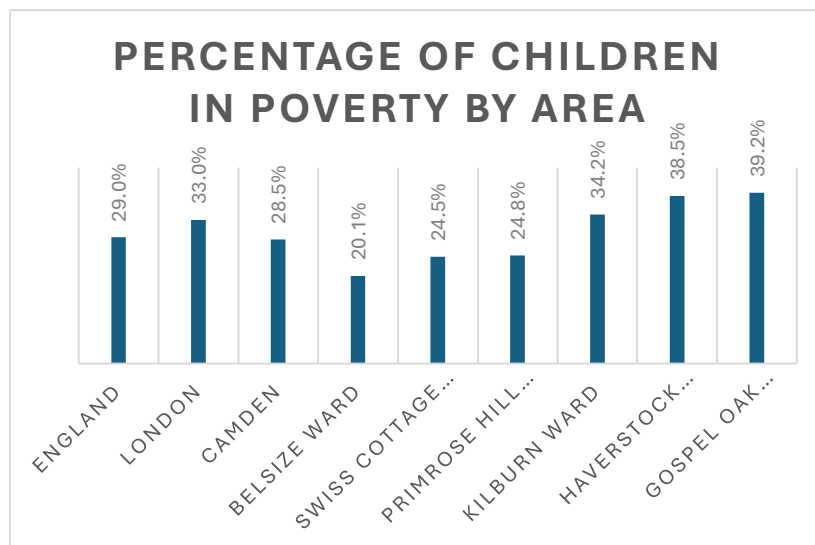


Figure 2. Percentage of children living in poverty within a region across England (various sources<sup>3</sup>)

Cottage Ward Profile, 2020). These areas can be seen in Figure A3 and A4 in Appendix A.<sup>1 2</sup>

### 2.2.3 Programs the Winch Offers

The Winch has adopted the mantra of “cradle to community” to characterize its overall strategy, where youth programming starts at the age of 4 and continues through the age of 25. However, as of March 2024 the oldest age group the Winch serves is 16-year-olds. The Winch offers programs for different ages. The after-school club for ages 4-12 encourages children to learn new skills and try new activities, such as cooking or sports (After-School Club, 2019). Once children reach Years 6 and 7 (i.e., age 10 to 12), the after-school club helps them transition between primary and secondary schools, by making the change seem less scary (Transitions, 2019). For young people aged 11-19, The Winch provides a youth football club and a drop-in club to help them develop their social skills and social circle (Promise Work, 2019). For young adults aged 19-25, The Winch used to offer business and career workshops that helped to build

<sup>1</sup> Note that the Camden Council has not updated the profiles for some wards (e.g., Swiss Cottage) since 2015 and may not reflect the current socioeconomic situations of these areas.

<sup>2</sup> Refer to Appendix A for a more in-depth analysis of the wards that the Winch serves.

<sup>3</sup> Belsize Ward Profile 2020; Gospel Oak Ward Profile 2015; Haverstock Ward Profile 2020; Kilburn Ward Profile 2020; Primrose Hill Ward Profile 2020; Swiss Cottage Ward Profile 2020

skills that could be used in their professional careers (The Company, 2019). Outside of youth programs The Winch offers families help, such as weekly Parents' Group where mothers can learn new skills (Connecting Parents, 2019) and a neighborhood group to connect parents of different families throughout the North Camden area (Connecting Parents, 2019).



Figure 3. The after-school club (After-School Club, 2019)

The variety of programs offered has helped young Camden residents gain skills, qualifications, new friends, and confidence in their abilities. However, The Winch still hopes to expand these resources to a broader range of young people in Camden.

#### 2.2.4 Administration of the Winch

The Winch is managed by 60 people, including 37 employees, 9 trustees, and 14 volunteers. The board of trustees is responsible for strategic management and fiduciary matters, while the staff and volunteers are responsible for day-to-day management and the delivery of programs and services (The Winchester Project, 2022).

#### 2.2.5 Financial History of the Winch

The Winch receives its funding from a variety of sources, the largest being from grants given by the government, businesses, or other charities. In the 2023 financial year, the Winch was able to raise £981,585. Almost 76% of this income came from grants while the other 24% was a mixture of fundraising activities, individual donations, investments, and other trading activities. Refer to Appendix B for a more in-depth analysis of the financial history.

The Winch has continuously helped to serve Camden residents since it opened in 1972. However, lack of donations has led to the need for an improved social media marketing scheme that can recruit new donors. To fully understand how this scheme should be created, an analysis of what social media is, how it is used by non-profits, and what the current social media of the Winch is must be completed.

## 2.3 What are Social Media?

Social media are software-based digital technologies. These are generally presented as apps and websites where users can send and receive digital content. Social media can also be thought of as a place where people conduct large portions of their lives such as dating, job searching, and sharing life updates along with a place to shop and check the news (Appel, 2019; Hruska, 2020).

LinkedIn was founded in 2003; it was created as a business networking tool and interactive job board. This platform is primarily used by professionals. Facebook was founded in 2003 and is the most well-known social networking application. Users can “friend” each other as well as join small community pages. Twitter (X) is a platform where people can publicly post and view short form content, where posts have a limit of 280 characters. Instagram is a popular platform where users share photographs and videos. Users can like, comment, and share posts. The platform also allows users to put up “stories” that only live online for 24 hours. Instagram has also launched a new product called “reels” which are short videos that are intended to compete with other platforms. TikTok is the newest popular social media platform that targets younger audience than the other platforms. The content is short-form videos where users can like, comment, save and share. The content is shown to users through an AI algorithm that delivers the suggested content on a “for you” page that is mailable and highly curated (Streets, 2023).

### 2.3.1 Basic Social Media Analysis Criteria

Social media strategies are assessed using different metrics. These metrics are viewable to all users depending on which platform is being analyzed. On Instagram, the number of followers is considered the primary metric, while the number of likes and comments are considered more meaningful measures on Facebook. These metrics are only surrogate measures because more meaningful information, such as the actual number of views where a user is

engaged with the content, is not available to users. For a group interested in analyzing and understanding the reach of their social media, they must have information beyond the data that are readily available to every user of a platform to accurately understand their strategy efficacy.

Key performance indicators (KPIs) are used to measure and monitor social media activity. KPIs include, but are not limited to: the number of interactions with a post or influencer; reach; the number of views or clicks; the number of followers; the click-through rate; the sentiments expressed in comments; post quality; and brand image. These KPIs are both quantitative and qualitative (Gräve, 2019). The type of analysis conducted will vary depending on the purpose of the social media, whether that be to bring in donors, sell a product, reach a certain demographic, or grow overall reach.

### 2.3.2 Age Groups of Different Platforms

People ages 13-17 have moved away from Facebook as their dominant social media platform and gravitated towards Instagram and TikTok. Additionally, lower income teens are more likely to use Facebook than Instagram (Anderson, 2023). In studies where demographic user data were collected, Instagram shows a younger population of users, with a higher concentration of users in the 18-29 years old range than in the 50-64 years old range (Auxier, 2021). Figure 4 illustrates this age breakdown of social media users. X (Twitter) usage is similar among age groups but differs with regards to income (Hruska, 2020). There are still more users in the 18-29 age range for X than in any other age range (Auxier, 2021). Higher income people are slightly more likely to use X more frequently than lower income people. Facebook users tend to be disproportionately older (Hruska, 2020). LinkedIn is the most popular social networking site for professionals. LinkedIn users are often those looking for a job in industry, which generally means these users are individuals who aren't low income and who have a high education level. This platform is beneficial for job networking as well as publicizing information (Davis, 2020).



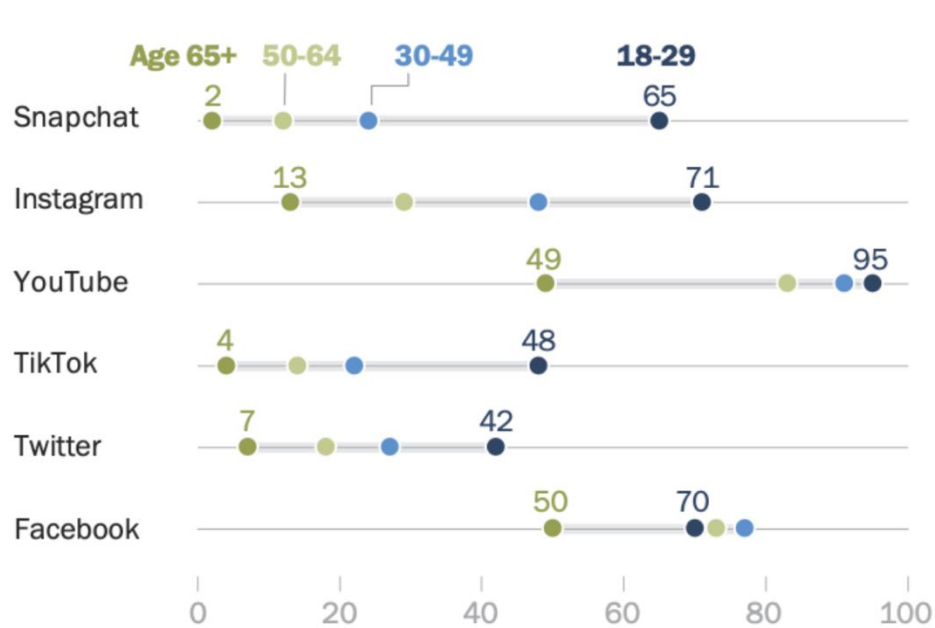


Figure 4. Percentage of adults who report using each social media platform (Auxier, 2021)

### 2.3.3 Effective Strategies for Nonprofit Organizations

Nonprofit organizations (NPOs) use different social media strategies to increase the engagement of current and potential donors. They can use disclosure to increase trust; disseminate content that highlights the impact of the charitable organization; and enhance interactivity to promote engagement.

Trust and satisfaction of an NPO positively influences consumer donation intention (Feng, 2017). Although social media are important for donor engagement, NPOs must also focus on their website to communicate their purpose and mission. Effective websites should be visually appealing, work on mobile devices, and navigation should be easy to use. Social media allow NPOs to share information about what is currently happening at the NPO and further explain the need for support. Social media are also more effective when they are easy to use. Additionally, when an NPO uses social media to communicate with individuals, the perception from the viewer is that there is a distance between the individual and the organization. Closing this perceived gap in closeness between the social media presence and the individual may increase

trust and donations. Closing this gap can be accomplished by engaging the individual and using the social media platform to bring the individual into the mission of the NPO (Albanna, 2022).

There are seven key considerations in developing a social media strategy for NPOs or for-profit entities: target audience; channel choice; cost; goals; resources; policies; monitoring; and content activities (Dwivedi, 2016). Figure 5 shows that content is the most important aspect of a strategy is the content being delivered, due to the challenge and importance of engaging the audience. There are other key metrics that make up an effective social media strategy, where those metrics are connected to each other. Having a good foundation in one aspect is not enough, it is encouraged to have elements like impression score and user friendliness work together to create a strong social media strategy. An important step that companies or NPOs must take is to create a schedule to deliver content, ensuring frequent information and participation on any given platform (Dwivedi, 2016).

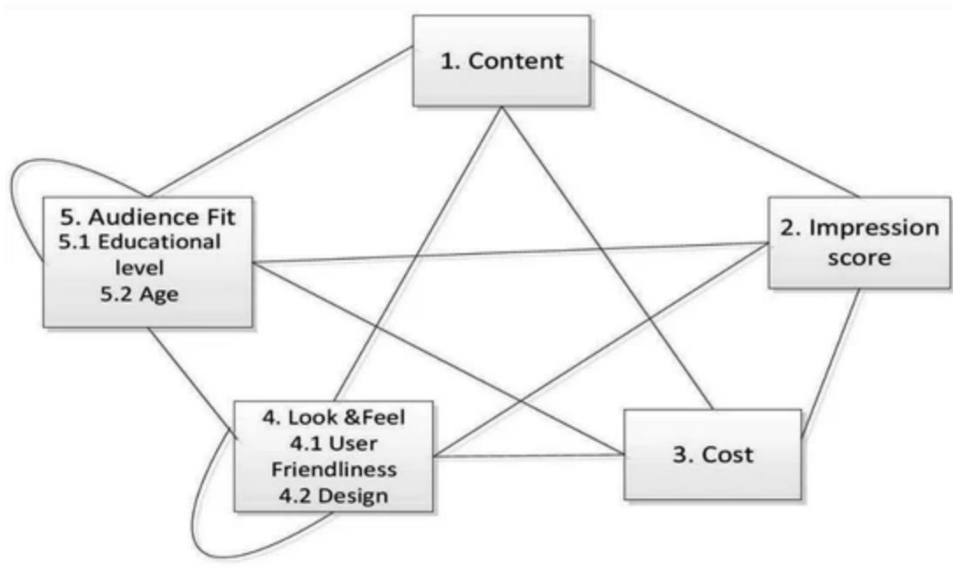


Figure 5. Elements of social media evaluation (Dwivedi, 2016).

## 2.4 Current Social Media Approaches at the Winch

The Winch currently operates four primary accounts on the social media platforms of Facebook, X (Twitter), Instagram, and LinkedIn. Outside of their primary social media platforms, the Winch also operates the social media pages of the Belsize Community Library. Currently, these accounts are maintained by Tamsin Marcus, for the Winch, and Lucy Telfer, for the Belsize Community Library.

The Winch uses its social media accounts to share information about the community center and its programming while also promoting interest in their cause. The Winch aims to target four main audiences: current and potential beneficiaries, and current and potential donors. By keeping these target audiences in mind, the Winch uses their social media pages to attract the attention of donors primarily, while the Belsize Community Library uses its social media more to attract the beneficiaries (or patrons) of the library to their programs and events. Outside of social media platforms, the Winch also has its own website where donors are encouraged to subscribe to a monthly donation plan or a single payment. In the following sections, we examine the social media pages of The Winch by looking at platform specific design, content breakdown, and a preliminary analysis of engagement.

### 2.4.1 Facebook

The Winch and the Belsize Community Library run separate Facebook accounts. As of January 30, 2024, the Winch Facebook page has significantly more followers than the Belsize Community Library page with follower counts of 838 and 402 respectively (Facebook, 2024). The landing page for the Winch's primary Facebook profile greets users with its mission statement, and many posts emphasize the accomplishments of their various programs, staff highlights, and job postings. On their 'about page' they highlight their contact information, location, website, and the ongoing fundraising campaigns. An example of the landing

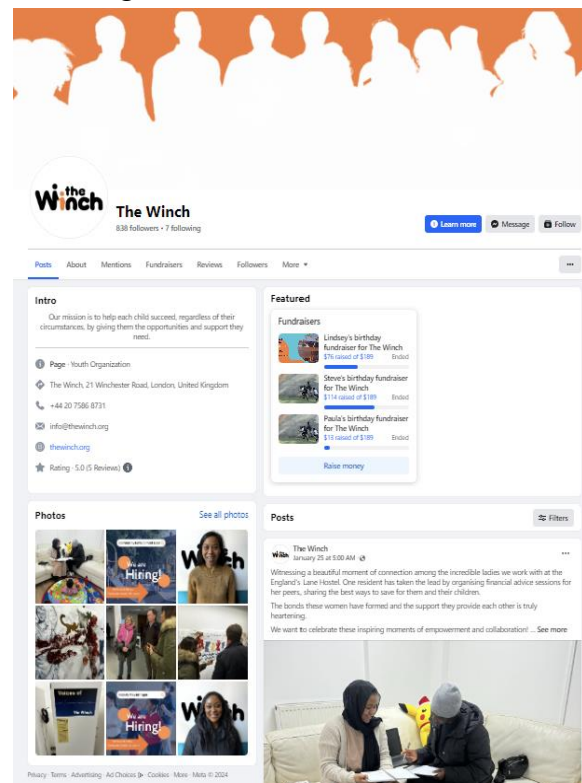


Figure 6. The Winch's Facebook home page. (Facebook, 2024)

page of the Winch’s Facebook page can be found in Figure 6 The three most recent posts present on the Facebook page have an average of five likes per post. Furthermore, the page averages one new post a week. The Belsize Community Library has a Facebook page that serves different target audiences. The Belsize Community Library Facebook page is used primarily to advertise events to their beneficiaries by posting updates on dates and locations for planned showcases and other programs hosted at the library. The last three posts on the page had an average of four likes each and an average of about one post a week.

### 2.4.2 X (formerly Twitter)

The Winch owns the X pages for both their primary account, *the winch*, and the Belsize Community Library account, *Belsize Community Library*. These two accounts have the largest number of followers and impressions of all the Winch’s social media accounts. The Winch account, the larger of the two, has 2,682 followers while the Belsize Community Library account has 1,455 (X, 2024). For The Winch’s X page, the ‘bio’ highlights their location, their promise slogan “from cradle to community,” a link to each of their partner accounts, and links to their email and website. Their posts are almost the same as their Facebook accounts with the addition of reposts (retweets) from posts of other community centered organizations. As of January 30, 2024, the last three self-made posts on their page have an average of three likes and one retweet per post.

The Belsize Community Library’s X account is set up very similarly to their Facebook page with the same posts, highlighting and advertising upcoming events and programs, see Figure 7 for an example of the Belsize Community Library’s home page. As of January 30, 2024, the last three self-made posts of the Belsize Community Library had an average of two likes and one retweet

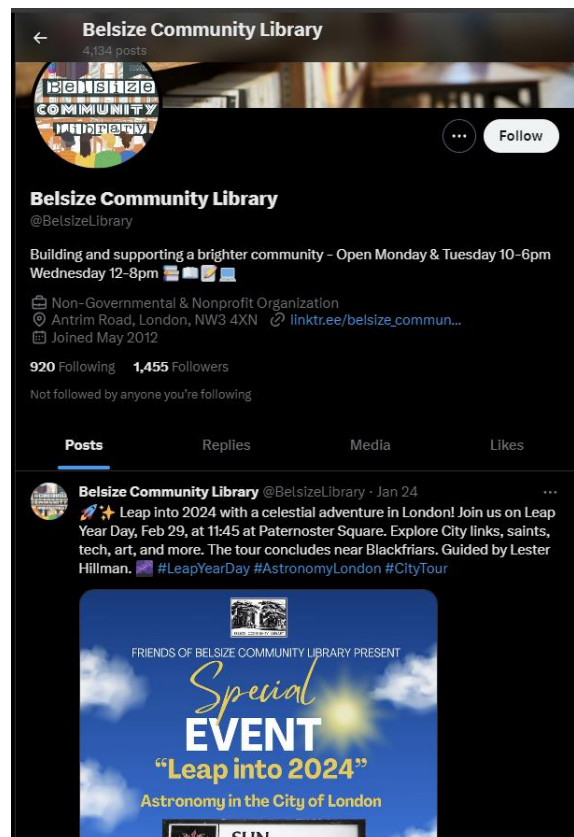


Figure 7. The Belsize Community Library X Home Page. (X, 2024)

per post. Like their Facebook presence, both X accounts have a limited following with few likes across their profile.

### 2.4.3 Instagram

Contrary to the Facebook and X pages, the Winch’s primary Instagram page has less followers than the Belsize Community Library Instagram page, the Winch has 608 followers, and the Belsize Community Library has 1,540 followers as of January 30, 2024 (Instagram, 2024). The Winch’s Instagram page has the same posts as on Facebook and X with the same information presented. The Belsize Community Library also has the same posts on their Instagram page as they do on their Facebook and X accounts, see Figure 8 and 9 for an example image of their Instagram home pages. As of January 30<sup>th</sup>, 2024, the last three most recent Instagram posts on the Winch’s page have fifteen likes on average per post while the Belsize Community Library Instagram page has an average of eleven likes per post. In this case the Belsize Community Library has fewer likes on average, even with more followers, than the Winch’s Instagram page.

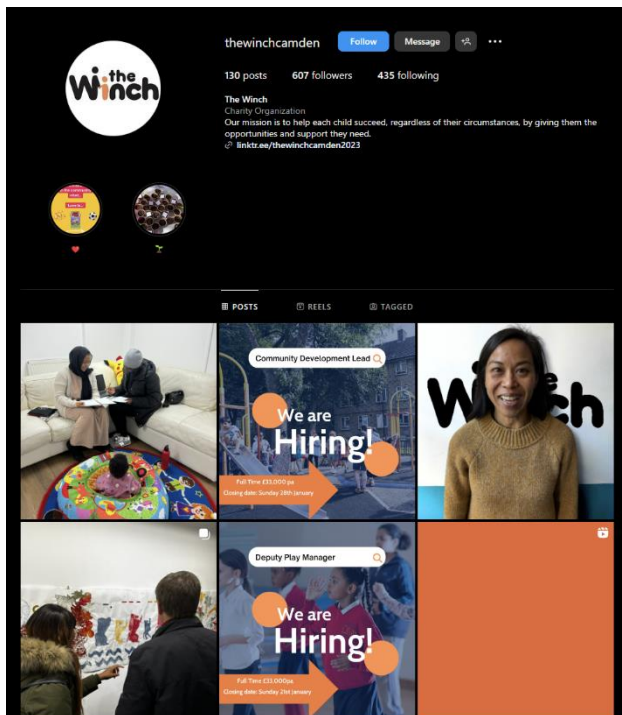


Figure 8. The Winch’s Instagram home page. (Instagram, 2024)

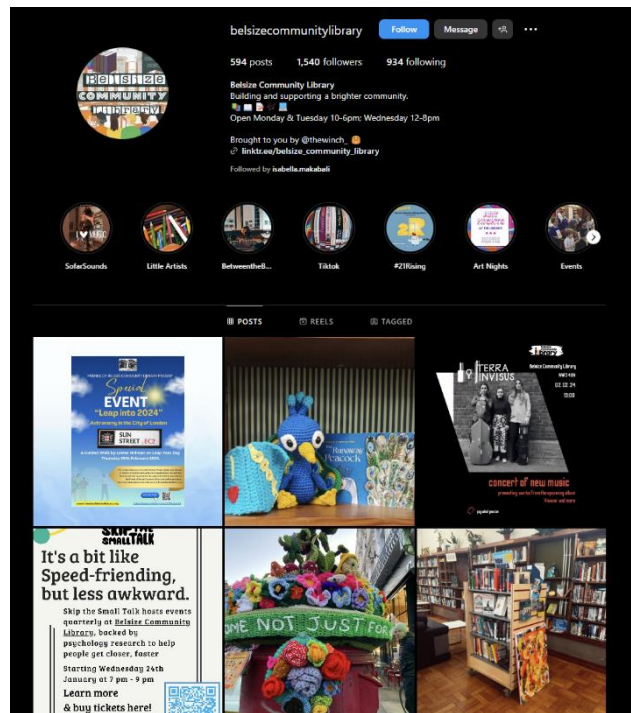


Figure 9. The Belsize Community Library’s Instagram home page. (Instagram, 2024)

## 2.4.4 LinkedIn

The final important social media platform we will be considering during our project is LinkedIn. The Winch only shares one LinkedIn page, known as “The Winch,” and does not have a separate LinkedIn page for the Belsize Community Library. As of January 30, 2024, the LinkedIn page has 454 followers and their last three most recent posts have an average of twelve likes (LinkedIn, 2024). On the LinkedIn home page, they have presented their promise slogan “from cradle to community” and have crafted an entire about section which shows viewers an insight to the mission of the community center and the work that they do. Furthermore, the ‘about page’ highlights their location, website, specialties, and commitments which may gather the attention of those who are looking for the same kind of service. The LinkedIn page is specifically created to garner the reactions of professionals and build a bigger community of donors.

## 2.4.5 Website

Outside of conventional social media platforms, The Winch’s Website is a primary ‘pull center’ where most of their digital content attempts to direct viewers and followers. The website is used to highlight informational content on the website, such as an overview of the Winch’s goals, their accomplishments, history, and their programming. The website also includes the same informational content on the Belsize Community Library (About Us, 2019). The main focus of the Winch’s website is to attract donors to their donation page, a link to which is present on every website page (Donate, 2019). An example image of the Winch’s donation page on their website can be found in Figure 10.

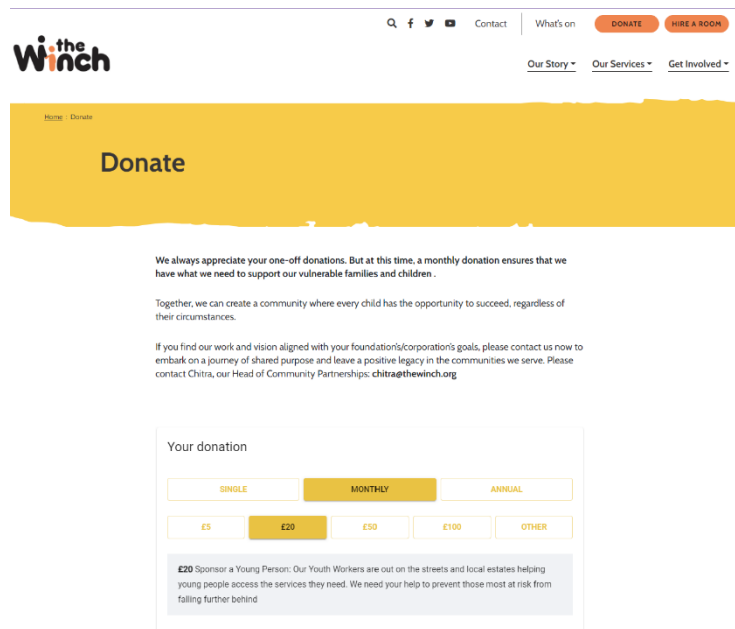


Figure 10. The Winch donate page on The Winch Website (Donate, 2019)

## 2.4.6 Concluding Comment

At a surface level, the current use of social media from the Winch lacks the engagement and reach the organization strives for. The current approach utilizes only two employees across multiple social media accounts. When considering all social media accounts across all platforms, no account had an average likes per post above 15, leaving a lot of room for improvement.

Our project is designed to improve the social media presence of the Winch and the Belsize Community Library by enhancing their current social media strategies. In the next section we discuss our approach.

### 3. Methods

The goal of our project was to develop effective social media strategies for the Winch and the Belsize Community Library to use across all their platforms to reach their target audiences including potential donors, current donors, library patrons, and beneficiaries. The project team:

1. Assessed current and best practices in the development and delivery of social media strategies for non-profit organizations.
2. For both the Winch and the Belsize Community Library, evaluated the current social media presence, following, and overall strategies.
3. Solicited the opinions of the staff and followers regarding the organization's current social media usage and outreach.
4. Utilized the data collected to develop improved content and strategies to enhance the social media presence and effectiveness of both organizations, particularly with potential donors, beneficiaries, and patrons.

To achieve the first three objectives, we used a cross-functional approach that involved: background research; analysis of analytics; interviews with other community centers; and interviews with staff, high profile donors, and beneficiaries/patrons of the Winch and the library. Based on the findings from the first three objectives, we developed strategies and examples of social media content that the Winch and the Belsize Community Library can use to enhance their social media presence and activity. Figure 11 shows the relationship between the objectives and associated task



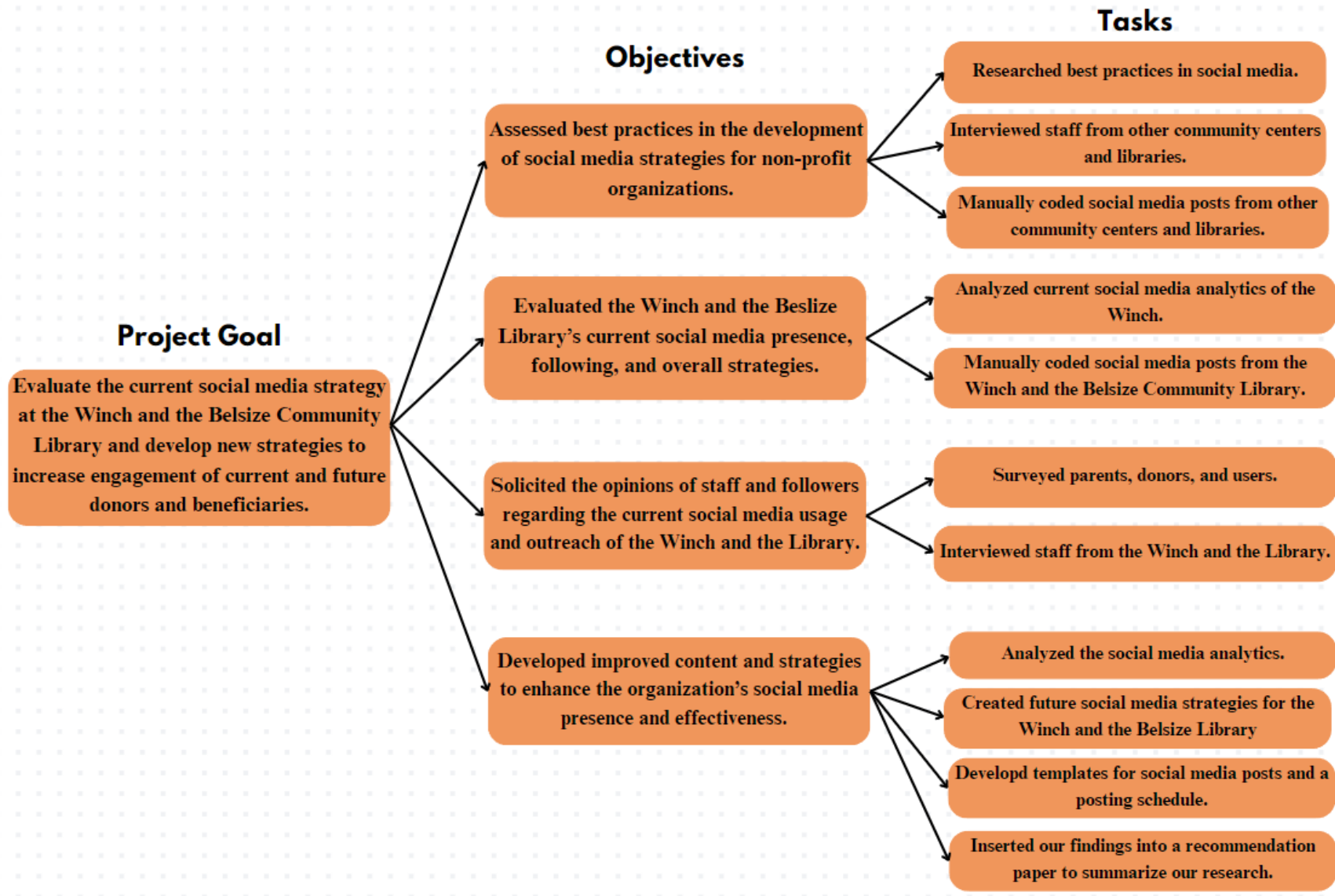


Figure 11. Tasks and Objectives Relationship Chart

### 3.1 Objective 1: Current Practices of Social Media Strategies for Non-Profits

Assessing current and best practices in the development and delivery of social media strategies at the Winch was one of our main objectives in increasing their online engagements. We extended our background research above by conducting interviews with a sample of charitable organizations that had similar missions as the Winch and the Belsize Community Library. We described below how we achieved this objective.

The first step in our process was to review the social media postings and accounts of several community centers and libraries in London to identify those that had a particularly strong social media presence. We manually reviewed the last 50 social media posts across all platforms used and noted content type, post method, levels of engagement, and days of the week posted to identify trends. Our sponsors suggested that we should plan to interview representatives at the Swiss Cottage Community Center, the Hive, the Brandon Center, and Jewish Community Center London (JW3). These community centers are like the Winch in how they serve kids in their own communities. We focused on these organizations initially but developed a referral or snowball sample by asking those we interviewed to suggest other organizations that had prominent social media presence and effective strategies.

Similar to the Winch, we analyzed and interviewed other community libraries that were like the Belsize Library. Our sponsor provided us with a map of community libraries in the area and we broke it down and found ones to analyze. We then reached out to interview representatives of each library. The information we gathered in the interviews was extremely helpful in determining what the best strategy would be for the Belsize Library.

We developed a preliminary interview script for representatives of community organizations (Appendix C). We also developed an interview script for representatives of community libraries.

We conducted these interviews in 30 minutes or less, preferably in person but remote as necessary. The preamble explained the purpose of our research, the consent to quote and record the interviewees, and the right to review the interview. We tailored questions on the fly according to circumstances and interviewee knowledge and experience. For each interview, we had one

interviewer and one scribe who took notes and recorded with permission. We also generated a selective, rather than verbatim, transcript.

## 3.2 Objective 2: Assessing the Winch and Library's Current Social Media

We have assessed the current social media presence, practices, and strategies at the Winch and the library by reviewing historical data on posts and reviewing analytics. We discuss the findings from these analyses in interviews with staff described in our findings chapter.

### 3.2.1 Analyzing Social Media Analytics

To assess the social media presence of the Winch and the library we analyzed the social media analytics across all social media platforms currently in use by both organizations. We reviewed data compiled by the Winch for the period between September 2023 and February 2024<sup>3</sup>, along with the analytic tools available for use by each platform to show the present level of engagement across each platform.

We reviewed the analytics for Facebook, X (formerly Twitter), Instagram, and LinkedIn for the Winch and Facebook, X, and Instagram for the Belsize Community Library. For Facebook we considered the number of followers, new followers, content reach, page visits, and likes. For X we looked at the number of followers, impressions, link clicks, retweets, likes, and replies. For Instagram we observed the number of followers, new followers, content reach, page visits, and likes. Finally, for LinkedIn, we looked at the number of followers, new followers, reactions, comments, reposts, impressions, and unique impressions.

For the library we were not able to perform the same social media analysis as this data was not compiled and the team was not able to receive access to the tools necessary to perform this method.

### 3.2.2 Historical Data Gathering

Since some data were not available on the analytic tools provided by each platform, we also performed our own analytic research. Our team looked through the history of social media posts, across each platform, to compare reactions (i.e. likes or reactions) and impressions of different types of content and different days content was posted. This approach helped us

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<sup>3</sup> We used data from this period because this was all that was tracked and provided to us by our hosts.

understand the types of content target that most engage their audiences and what days and times target audiences are the most active on each social media platform. To do this we reviewed the latest 50 posts from both the Winch and the library and compared the average performance by engagement of each day of the week. We also coded each post by type of content to establish engagement trends by content type. The content types analyzed were quotes, staff posts, programming, service, DEI, impact, holiday, support and job posting. Additionally, we coded each content type to a method of posting to establish engagement trends by post method. The post methods considered were photographs, videos, designs, infographics, and images. This content coding was performed by request from our project hosts at the Winch and the Belsize Community Library as they were interested in seeing social media content that engages followers the most.

### *3.2.2.1 Definition of Content Types*

The content types generated by the team were based on consistent types of posts frequently encountered on the various social media platforms from all community centers and libraries that were analyzed. These content types were first classified when analyzing the social media posts of the Winch and the Belsize Community Library to build commonality with other organizations. From our observations we noticed commonalities in content types that were coded into quotes, staff posts, programming, service, DEI, impact, holiday and job posting. “Quotes” posts are any content posted for the purpose of sharing quotes. Many community centers and libraries would quote their beneficiaries and patrons to highlight the success of their services or would quote their staff to show off their activity. “Programming” posts are any content posted that is aimed to promote their events. “Service” posts are any content posted where organizations aimed to showcase the services that happened. “Service” posts are often posted after an event takes place to highlight their contributions to the community. “Staff” posts are any content posted to showcase an organization’s staff. “DEI” posts are any content posted aimed to promote diversity equity and inclusion. Organizations, like the Winch and the Belsize Community Library, often post “DEI” content to convey the inclusivity of their organizations to their followers. “Impact” posts are any content posted to show the large impact of their services on their beneficiaries and their community. “Holiday” posts are any content that was distributed for the purpose of wishing followers a happy holiday during national holidays or those observed by the community they serve and impact. “Support” posts are any content posted where

organizations call for support from their followers. These posts ranged from calling for volunteers to fundraising campaigns. Finally, “job postings” posts are any content posted where organizations advertise employment opportunities to their followers. The engagement trends of these content types are analyzed in our “results” and “conclusions” sections.

#### *3.2.2.2 Definition of Posting Methods*

Posting methods were classified by the team based on the way content was crafted by different community centers and libraries. These posting methods are constrained by the platform they were posted on. Across each platform all posting methods observed were photographs, videos, designs, infographics, and images. “Photographs” were posts that featured photos taken by the organization. “Videos” were posts that featured videos taken or created by the organization. “Designs” were posts that featured digital designs created by the organization. “Infographics” were a type of digital design that featured information aimed to educate followers of an organization’s platform. Finally, “images” were a type of content that featured images compiled from the internet that an organization had not created themselves. The engagement trends of these posting methods are analyzed in our “results” and “conclusions” sections.

### **3.3 Objective 3: Opinions of Staff, Beneficiaries, and Donors**

We conducted interviews and surveys to assess the current social media strategies of the Winch and the Belsize Community Library. We conducted interviews with staff at both organizations and with donors to the Winch. We conducted surveys of community members (including parents of youth attending the Winch and patrons of the library). All data collection was completed within the first four weeks of being in London, which gave the team adequate time to analyze the data and report on findings.

#### **3.3.1 Staff Interviews**

The team conducted interviews with general staff members and those with specific social media responsibilities at the Winch. We interviewed the only full-time staff member at the Belsize Community Library. By completing interviews across a wider range of staff members, we were able to see how opinions differ between social media management staff and staff from other departments regarding the Winch’s current and future social media platforms.

When the team arrived at the Winch the first task was to conduct in-depth, informal interviews with Tamsin Marcus and Lucy Telfer. Ms. Marcus is the Marketing and Communications Officer who oversees the social media marketing for the Winch and Ms. Telfer is the Manager of the Belsize Community Library. Both individuals provided us with their opinions of the current social media for the organizations, what they hope for the future of their respected social media pages, and what barriers are preventing them from accomplishing these future goals. We interviewed other staff members based on availability and understanding of the social media strategies of each organization. Interviews with general staff members were shorter than the interviews with Ms. Marcus and Ms. Telfer. They focused on whether the staff follows the Winch's social media pages, what they like and dislike about them and what recommendations they have for the future. We chose to interview the staff rather than survey them because the interviews gave us more detailed data.

All interviews with staff at the Winch and the Belsize Community Library were conducted following the procedure outlined in Objective 1, although the identification of participants and the conduct of the interviews was less formal. We conducted the interviews in person at the Winch or library. Scripts for interviews with key and general staff members can be found in Appendix D. and E., respectively. We consulted with our advisors to finalize the scripts for the interviews with Ms. Marcus and Ms. Telfer; we consulted Ms. Marcus and Ms. Telfer regarding the final version of the interview scripts for other staff.

### 3.3.2 Donor Interviews

Because the Winch was particularly interested to know how to improve its social media to appeal to potential donors, we surveyed and interviewed a small sample of current donors. Given the sensitivity about donor relations, Chitra Shanbhogue, Head of Partnerships at the Winch, sent our survey and a request for interviews to current donors. Unfortunately, only 4/5 donors completed the survey and the responses were quite brief. Only two donors agreed to be interviewed.

See Appendix F and Appendix G for copies of the donor surveys and interview script. The questions were designed to determine how social media might be used to recruit and retain donors. All donor interviews followed the interview procedures outlined in Objectives 1 and 2.

### 3.3.3 Community Member Surveys and Interviews

We conducted surveys of community members (including parents of youth attending the Winch and library patrons). These surveys were developed using Qualtrics software (see Appendices H, I, and J). We reviewed the draft survey questions with the Winch and the library and revised them based on feedback. Each survey began with a preamble that explained the nature of the research, that the survey was anonymous, and that it solicited consent.

#### Survey of Library Patrons

We surveyed the patrons of the Belsize Community Library by placing survey QR codes around the library. We also made the survey readily accessible to patrons by soliciting in-person surveys on tablets twice a week between March 25<sup>th</sup>, 2024, and April 12<sup>th</sup>, 2024. At Ms. Marcus' request we also made a shorter exit interview that we placed at the front desk to be completed by patrons when checking out books. We hoped this procedure would increase the number of survey responses from library patrons, as Ms. Telfer indicated that she had encountered issues in the past getting users to complete longer surveys. We crafted a preliminary set of questions and consulted with Ms. Marcus regarding modifications. The final online survey questions and short form survey questions can be found in Appendix H and Appendix J, respectively. The surveys were anonymous, and the online survey was open only to adults (those older than 16 per UK standards).

#### Parental Surveys

We surveyed the parents of youths attending the Winch. We completed in-person surveys on tablets at the Winch as parents came in to pick up their children after Play Team. The survey focused on the social media engagement between the Winch and parents. The survey questions can be found in Appendix I.

#### Youth Focused Conversations

We had conversations with beneficiaries of the Winch's youth team ranging from ages 11-16 years old. We reviewed the results of previous surveys of beneficiaries conducted by the Winch to learn more about how youths view the services offered. This enabled us to create a social media strategy that helped to reflect the opinions of beneficiaries of the Winch.

For the conversations one to two of our team members were present. Also, at least one staff member was always present during the conversations. The conversations took place at the Winch after youth team activities. We did not film or record these discussions and only took general notes by hand. The participants were anonymous to us, and we do not refer to any specific individual in our report. Instead, these discussions served as a broad overview of what young beneficiaries would like to see on the Winch's social media, as well as what social media they use.

### 3.4 Objective 4: Developing Improved Social Media Strategy for The Winch and Belsize Community Library

We created a written document outlining all our suggestions stated above. Contained in this document are the post templates created using Canva, our suggestions for timing of posts, and specific language and detailed information about which platforms are best for which specific goal. This document includes analytics from our research and testing of certain posts that we created based on our research. With this document, Tamsin Marcus and Lucy Telfer will be able to sustain their social media platforms informed by our research. It is our hope that this set of guidelines and templates will allow the Winch and the library to create a much more sustainable and consistent social media presence.

We present our findings, conclusions, and recommendations in the following sections. Though we have developed recommendations on the four following topics:

1. Choice of social media accounts for different audiences.
2. Appropriate content for postings.
3. Post timing.
4. Language to promote engagement.
5. Staffing Capacity



## 4. Findings

In this section, we outline our findings by objective and explain how our results answer the research questions implicit in our four objectives.

### 4.1 Current Social Media Practices at Community Centers and Community Library

#### 4.1.1 Practices at Other Community Centers

We evaluated the social media practices of other community centers in London by completing social media coding for each community center and then conducting an interview with a staff member from the corresponding organization. These results show how distinct types of posts, and timing of posts, correspond with engagement rates, and what social media strategies these community centers have been using.

##### *4.1.1.1 Social Media of Other Community Centers*

We analyzed the Instagram, Facebook, LinkedIn and X accounts of other community centers in London by completing data coding for each of the community centers. For each center, we took the last 50 posts on each social media platform and tracked the number of reactions (i.e., likes on Instagram, reactions on Facebook, etc.) for each of the posts. We also tracked the weekday it was posted on, the content type of the post, and the posting method. We did this coding to find any commonalities among posts with a higher number of reactions.

We tracked the average of number reactions and compared it to which weekday it was posted on, the posting method, and the content type. We processed the data into pivot tables to easily visualize the data and determine which day of the week, which posting method, and which content type correlated to the most reactions. We used bar charts to show the correlation between the categories.

We investigated the following community centers: SYDRC (only X), the Brandon Centre, the Hive, and JW3. JW3 has a significantly stronger social media presence than the other centers studied, so the number of reactions for JW3 is much higher than that of the other centers. Thus, to avoid skewing the data, we separated JW3 from the other centers to better show correlations.

## Instagram (Hive and Brandon Centre)

Figure 12 highlights the Instagram accounts for the Hive and the Brandon Centre. It shows the correlation between the average reactions and the weekday of the post. Sunday is clearly the day where both centers see the most reactions on their posts. The rest of the week shows a significant drop-off in reactions.

Figure 13 highlights the correlation between the average number of reactions and content type of the post. The number of reactions is evenly distributed across categories, but the “staff” posts average 40 likes compared with the other categories that average around 20 likes.

Figure 14 shows the average number of reactions and the method of the post. Both community centers see many more reactions to photographs and videos compared to the other categories. Photographs and videos get up to 30 likes on average, whereas the other groups average around 10.

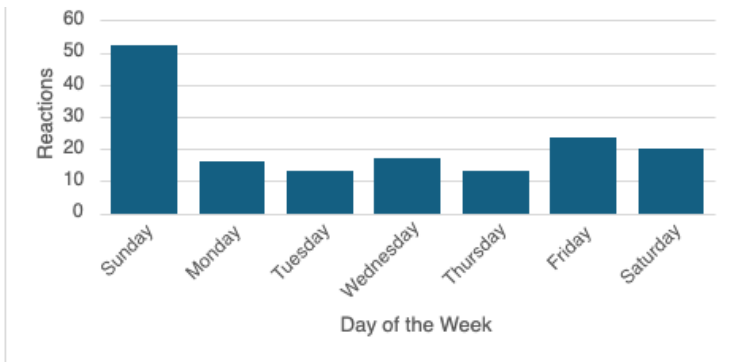


Figure 12. Average reactions by day of week on the Instagram pages of the Hive and Brandon Centre, n=100 posts

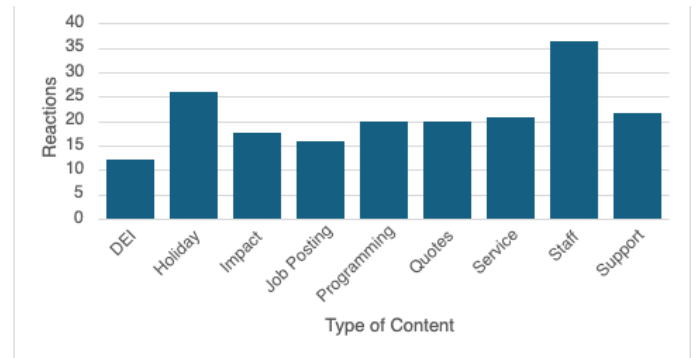


Figure 13. Average reactions by content type on the Instagram pages of the Hive and Brandon Centre, n=100 posts

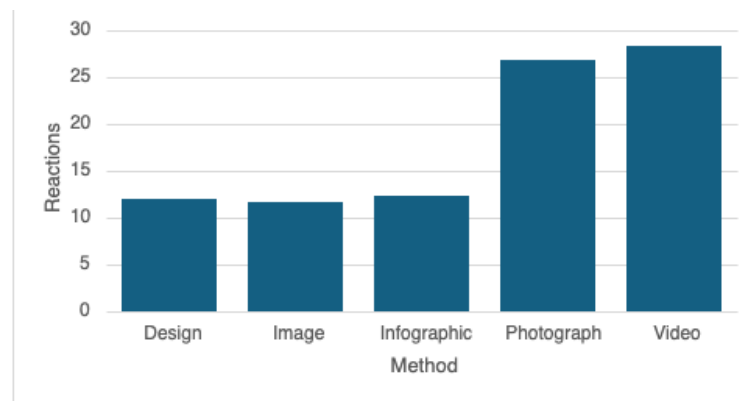


Figure 14. Average reactions by posting method on the Instagram pages of the Hive and Brandon Centre, n=100 posts

## Instagram (JW3)

Figure 15 shows the average number of reactions and the day of the week for 50 Instagram posts by JW3. Like the Hive and Brandon Centre, JW3 also has a high number of average reactions on Sunday; however, this is due to one post having over 3000 likes. Posts on Thursdays and Fridays had a larger number of reactions than other weekdays. JW3 does not post on Saturdays because it is the Jewish sabbath.

Figure 16 shows reactions as a function of the type of content for each post. While “holiday”, “programming”, and “service” get little to no reactions, posts about “impact” and “quotes” are very successful for JW3.

Figure 17 shows the correlation between reactions and posting method. Infographics and videos receive the largest number of reactions, with designs also doing well by averaging around 50 likes.

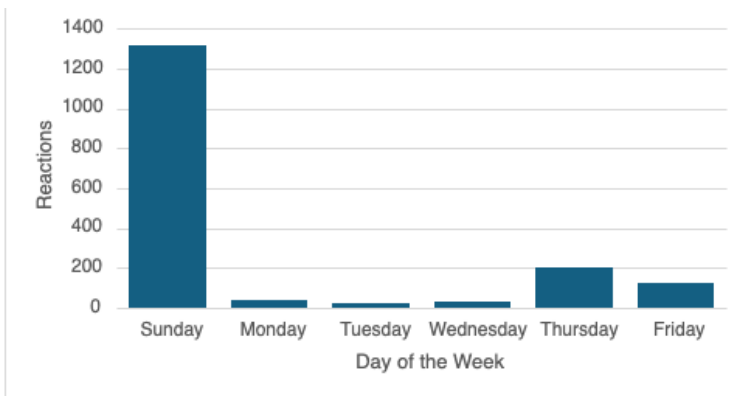


Figure 15. Average reactions by day of week on the Instagram page of JW3, n=50 posts

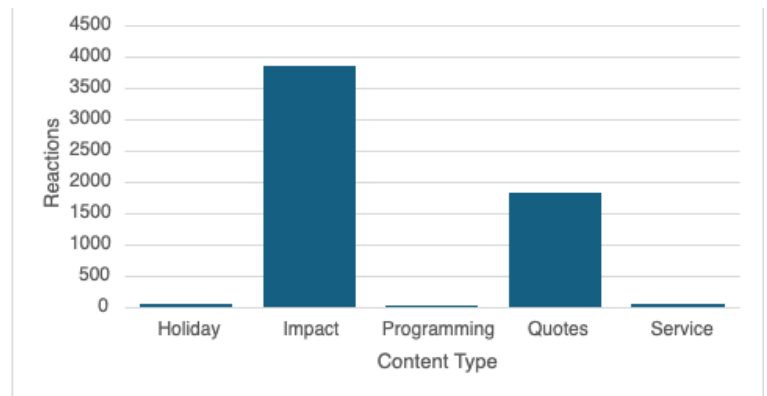


Figure 16. Average reactions by content type on the Instagram page of JW3, n=50 posts

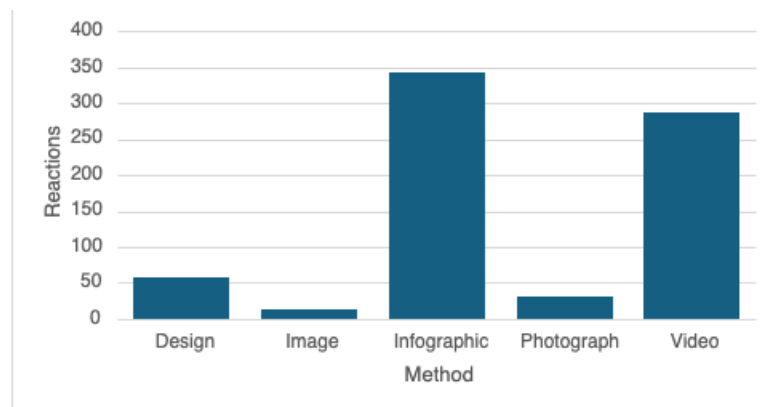


Figure 17. Average reactions by posting method on the Instagram page of JW3, n=50 posts

## Facebook (Hive and Brandon Centre)

Figures 18, 19, and 20 present the data for the Facebook accounts of the Hive and the Brandon Centre. Figure 18 shows that Saturday and Sunday are the weekdays that show the most reactions, suggesting that posting on Facebook on the weekend would be best for maximizing the number of reactions on posts. Figure 19 shows the average number of reactions vs. the type of content of the post. Categories such as “staff”, “job postings”, and “support” tend to get the highest number of reactions. Figure 20 shows the correlation between reactions and type of method of the post. There is relatively little variation among the posting methods.

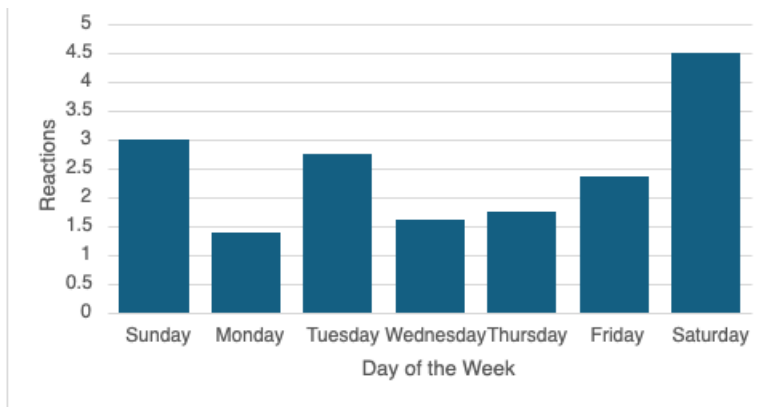


Figure 18. Average reactions by day of week on the Facebook pages of the Hive and the Brandon Centre, n=100 posts

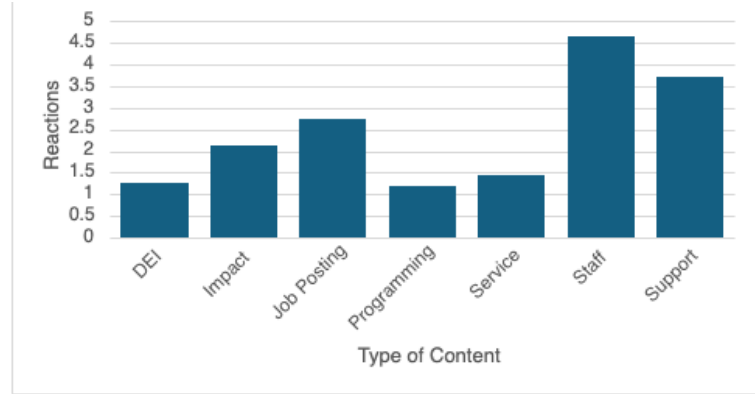


Figure 19. Average reactions by content type on the Facebook pages of the Hive and Brandon Centre, n=100 posts

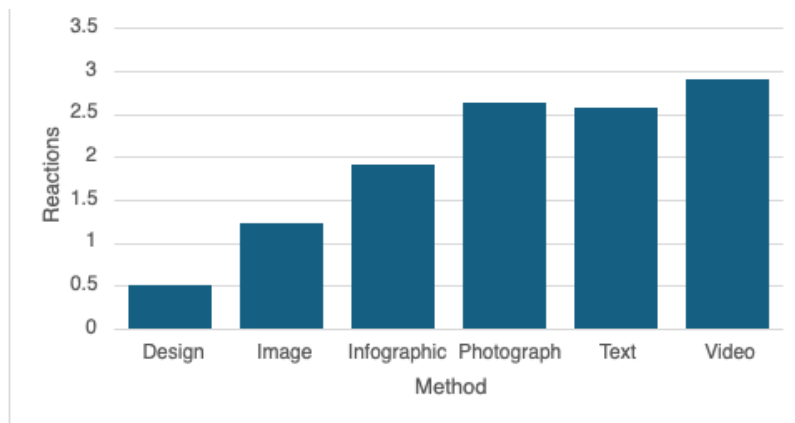


Figure 20. Average reactions by posting method on Facebook pages of the Hive and Brandon Centre, n=100 posts

## Facebook (JW3)

Figures 21, 22, and 23 present the Facebook data for JW3. Figure 21 shows the correlation between reactions and the day of the week, and significantly more reactions are received for Sunday and Wednesday posts. Figure 22 shows the number of reactions vs. content type. Figure 23 charts the number of reactions vs. the posting method. “Design” posts receive the largest number of likes.

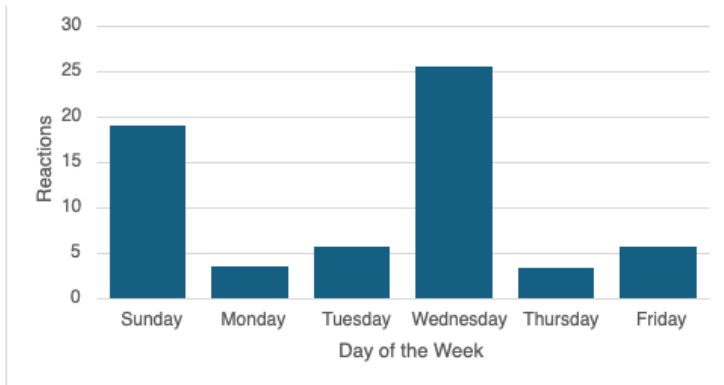


Figure 21. Average reactions by day of week on the Facebook page of JW3, n=50 posts

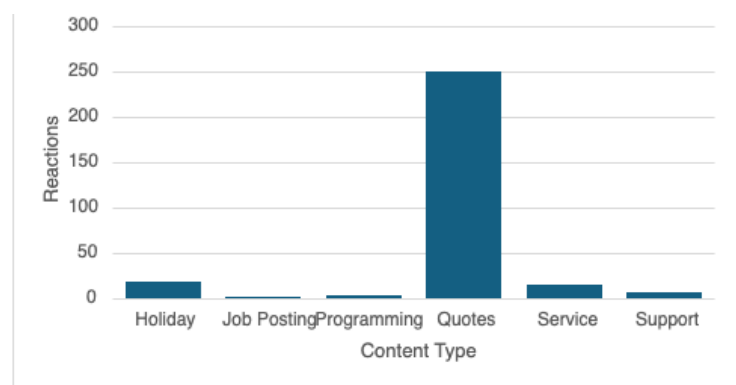


Figure 22. Average reactions by content type on the Facebook page of JW3, n=50 posts

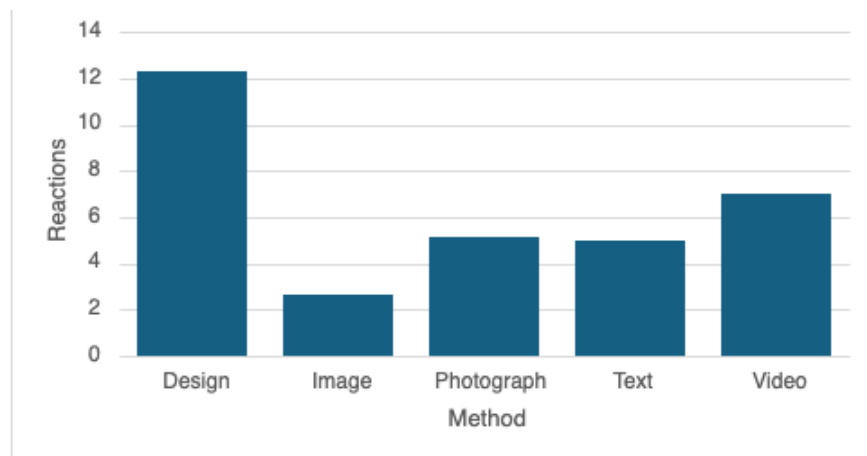


Figure 23. Average reactions by posting method on the Facebook page of JW3, n=50 posts

## X (Hive, Brandon Centre, SYDRC)

Figures 24, 25, and 26 present the data for the X accounts for the Hive, the Brandon Centre, and SYDRC. Overall, the data suggest that X has not been an effective platform for these centers. Figure 24 shows that Friday is the best day of the week to post. Figure 25 suggests that “impact” and “service” posts do the best among the content types. Figure 26 suggests that “videos” are the best posting method on X for the three centers.

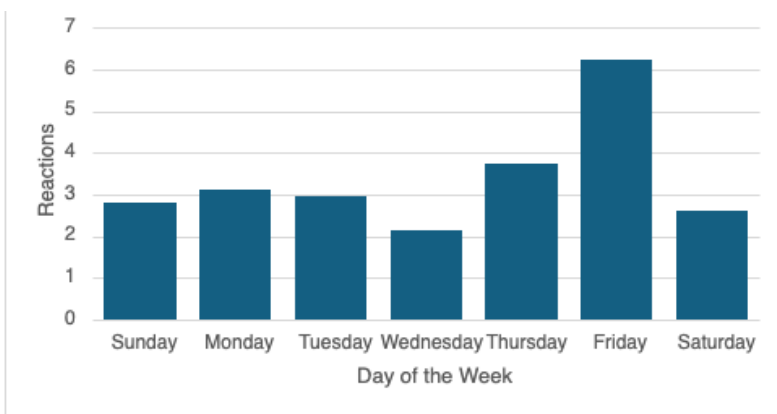


Figure 24. Average reactions by day of week on the X pages of the Hive, Brandon Centre, and SYDRC, n=150 posts

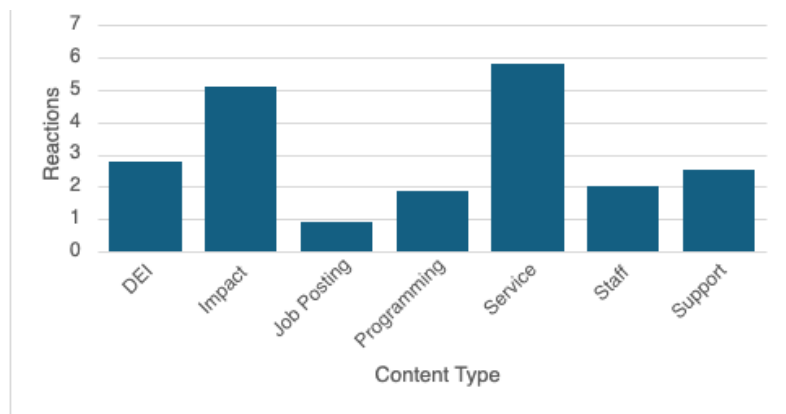


Figure 25. Average reactions by content type on the X pages of the Hive, Brandon Centre, and SYDRC, n=150 posts

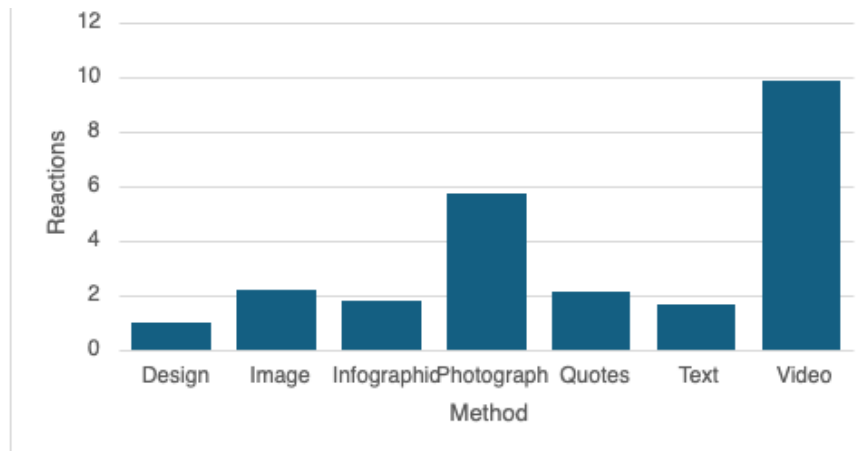


Figure 26. Average reactions by posting method on the X pages of the Hive, Brandon Centre, and SYDRC X, n=150 posts

### X (JW3)

Figures 27, 28, and 29 present the data for the X account for JW3. Figure 27 shows the average number of reactions and the weekday of the post. X is not as effective as other platforms for JW3. Figure 27 suggests that Sunday is the best day of the week to post. Figure 28 shows that “holidays” and “support” do the best among content types. Figure 29 suggests that “designs” and “images” are the best methods.

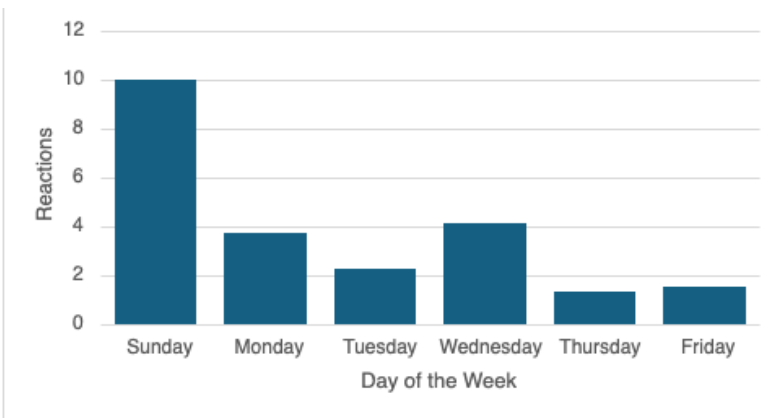


Figure 27. Average reactions by day of week on the X page of JW3, n=50 posts

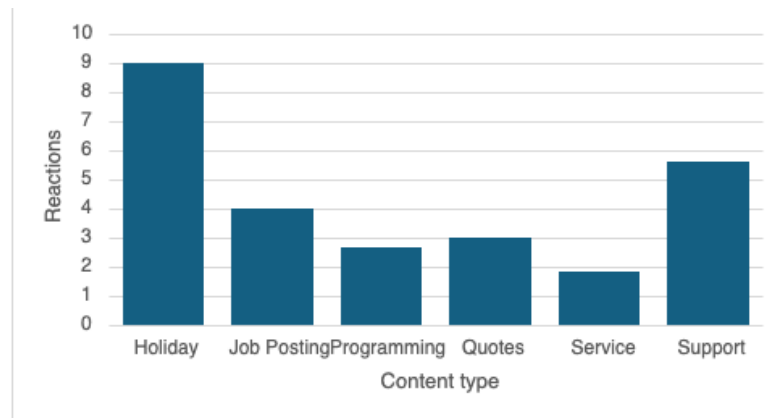


Figure 28. Average reactions by content type on the X page of JW3, n=50 posts

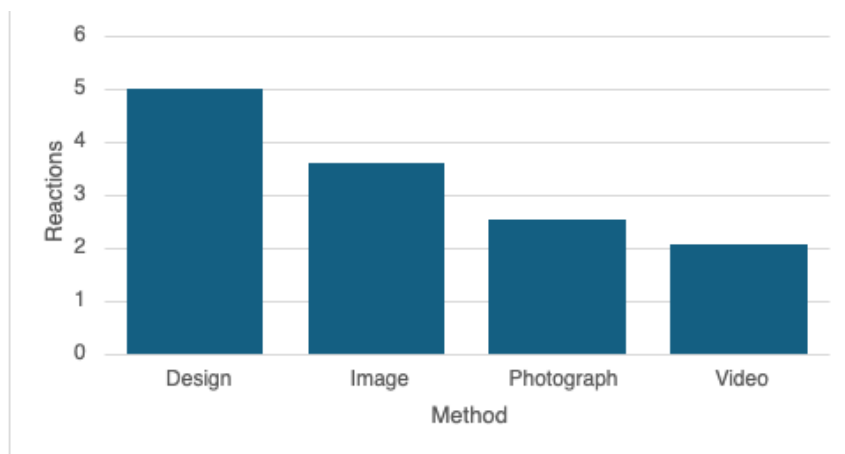


Figure 29. Average reactions by posting method on the X page of JW3, n=50 posts

## LinkedIn (Hive and Brandon Centre)

Figures 30 and 31 present the data for the LinkedIn accounts of the Hive and the Brandon Centre. Compared to the other platforms, LinkedIn seems to be the social media platform where the Hive and Brandon Centre see the most reactions. Figure 30 shows the average number of reactions vs. content type. Content that includes “staff”, “impact”, and “service” tends to get the greatest number of reactions on LinkedIn across the two centers. Figure 31 shows the average number of reactions vs. the posting method. “Video” posts receive the largest number of reactions by far.

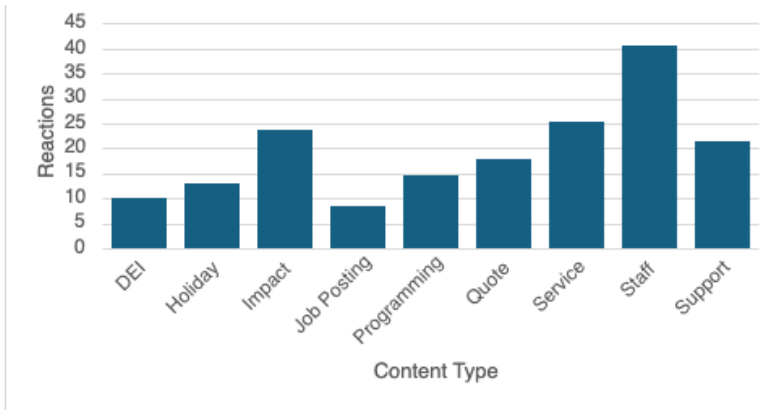


Figure 30. Average reactions by content type on the LinkedIn pages of the Hive and Brandon Centre, n=100 posts

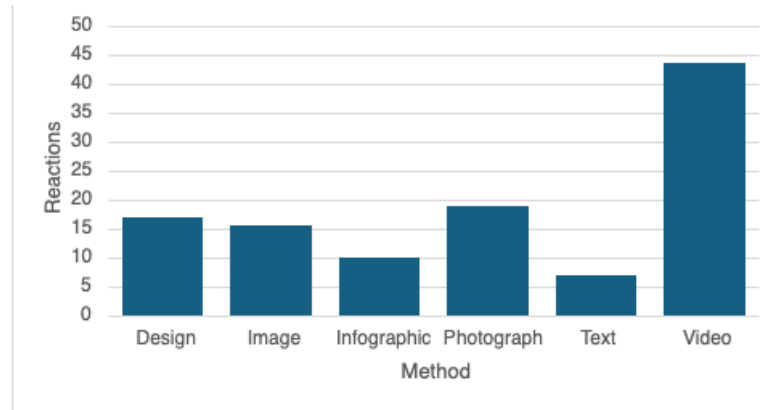


Figure 31. Average reactions by posting method on the LinkedIn pages of the Hive and Brandon Centre, n=100 posts

## LinkedIn (JW3)

Figures 32 and 33 present a parallel analysis of LinkedIn posts for JW3. Overall, JW3 gets significantly fewer reactions on LinkedIn compared to its other social media platforms. Figure 32 shows that the content types “job postings” and “service” get the most reactions. Figure 33 shows that videos and photographs appear to be the most effective posting methods.

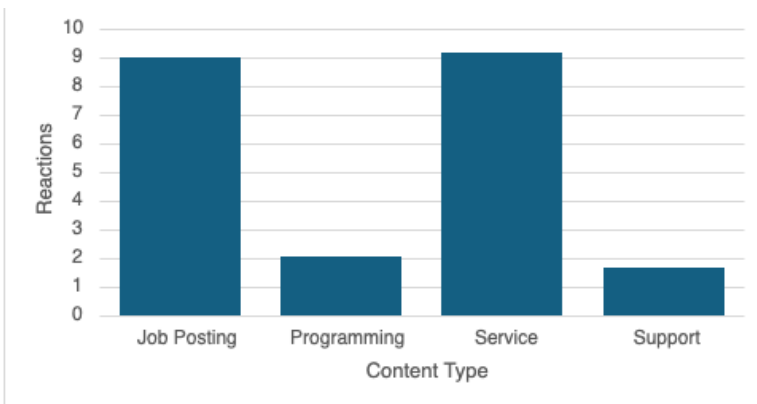


Figure 32. Average reactions by content type on the LinkedIn page of JW3, n=50 posts

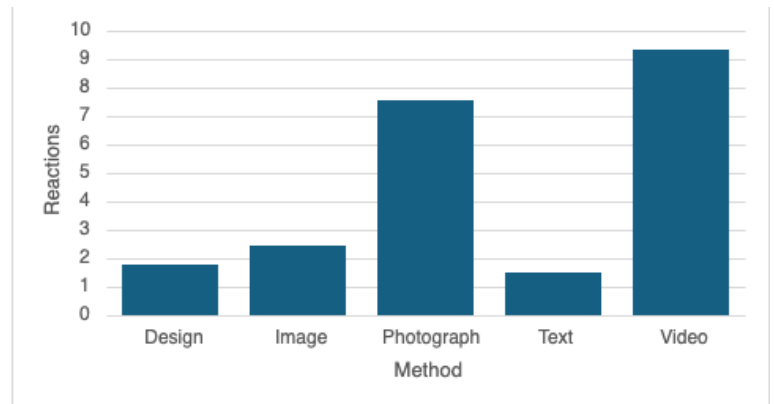


Figure 33. Average reactions by posting method on the LinkedIn page of JW3, n=50 posts



#### *4.1.1.2 Interviews of Other Community Centers*

We conducted interviews with staff members from three other community centers. All staff members we interviewed were either directly or indirectly in charge of their organization's social media pages.

In general, other community centers believe that regular, consistent posting is the best way to increase engagement; that collaborative events with other organizations or influential people can help to promote an organizations social media; that having a monthly posting schedule can help to organize events and gives an organization time to build targeted content; and that dividing work across multiple people increases creatively and the ability to post more frequently.

First, we interviewed Emma Sainsbury, the Business Development Manager at the Brandon Centre. Brandon Centre is a local charity in Kentish Town, London focused on helping young people under the age of 25 with mental health support and shares a similar staff size to the Winch. While the center has social media pages on LinkedIn, X, Instagram, TikTok and Facebook they do not have a department dedicated to keeping these platforms up to date, due to lack of resources for hiring more staff. Due to this resource shortfall, Ms. Sainsbury believes that they do not post frequently enough, even though she is aware that regular posting, creative posting, and consistent branding can contribute to a successful social media campaign. Ms. Sainsbury also mentioned that she has noticed collaborative events with prominent people and other organizations have increased engagement significantly in the past. Regarding appealing to potential donors, Ms. Sainsbury feels that updates about what is happening at the center might help to bring in new donors.

We also interviewed Maddie Calkin, the Youth Program Coordinator at the Hive. The Hive, similar to the Brandon Centre, focuses their work on mental health support for young people in the Swiss Cottage Ward of London. The Hive is part of Catch 22, a national organization with hundreds of locations across the UK. Due to this relationship, their social media are heavily regulated, and Ms. Calkin has difficulties in expanding their social media presence. At the moment they only have an Instagram page. However, Ms. Calkin provided great insight into Instagram best practices. She tries to post Instagram stories every day, and a feed post twice a week. She recommended posting during commuting hours, and featuring photos of

young beneficiaries, sessions at the center, and any famous person with whom they collaborate. Ms. Calkin noted that photos get better engagement than Canva templates. She also noted that the Hive's young beneficiaries like having the program schedule saved as a highlight on the Hive's Instagram page. In the future she is planning to promote the Hive through bus stop advertisements, as well as targeted ads on Instagram.

Last, the team interviewed Roberta La Rovere and Jacob Morrison-Wood from the Jewish Community Centre of London (JW3). This center is an arts, culture, and entertainment venue, as well as an educational community hub. Ms. La Rovere works in Marketing and Public Relations at the center and Mr. Morrison-Wood is the Marketing Campaign Coordinator. It is important to note that the Jewish Community Centre in London is large compared to the Winch, and has a whole team dedicated to their social media strategy, which gave us insight into best practices at an organization with more resources. From this interview the team learned three important social media practices: posts should be targeted to a specific audience; organizations should be posting frequently; and work should be delegated across multiple people. JW3 posts on all their platforms (Facebook, X, LinkedIn, and Instagram) every day to maintain engagement amongst their followers. These posts are catered to specific audiences. For example, Ms. La Rovere and Mr. Morrison-Wood have noticed that Facebook attracts educated 55+ year olds while Instagram attracts 20+ year olds. Their marketing team therefore adjusts the language and tone of their posts depending on the platform on which they are posting and their intended audience. To keep posting consistent and organized the team typically has all their events in a calendar well ahead of time, so they can start to promote events weeks in advance.

#### 4.1.2 Practices at Other Community Libraries

We evaluated the social media practices of other community libraries in London by coding the social media accounts for each community library and then conducting an interview with a staff member from each organization. These results show how distinct types of posts, and timing of posts, correspond with engagement rates; and what social media strategies these community libraries have been using.

##### *4.1.2.1 Social Media of Other Community Libraries*

Along with analyzing the social media of other community centers, we also analyzed the Instagram, Facebook, and X accounts of other community libraries. We tracked the number of

reactions of the last 50 posts for each community library, and tracked the content type, posting method, and the description of the post. We performed this tracking by manually putting the amount of likes for each post into an Excel spreadsheet that was coded for the day of the week, content type, and posting method.

Not all the libraries had social media accounts on Instagram, Facebook, and X. For Instagram we analyzed Primrose Hill Library, for Facebook we analyzed Primrose Hill Library and Stoneleigh Library, and for X, we looked at Primrose Hill Library and Manor House Library.

Instagram (Primrose Hill Library)

Figures 34, 35, and 36 present the data from the Primrose Hill Instagram account. Figure 34 shows that Wednesdays consistently receive the highest number of reactions, averaging around 40 likes per post. Interestingly, they haven't posted on Saturdays in their last 50 posts. Sundays emerge as the second-best day for reactions. Figure 35 shows that posts highlighting the library's community services garner the most attention, with an average of 60 likes, suggesting followers appreciate updates on the library's involvement in community events. Among content types, Figure 36 shows that posts featuring photographs and images perform the best, showcasing library events and staff activities, with photographs receiving around 30 likes and images over 20 likes on average. Designs also prove popular, garnering over 15 likes on average, typically promoting upcoming events or showcasing staff creations.

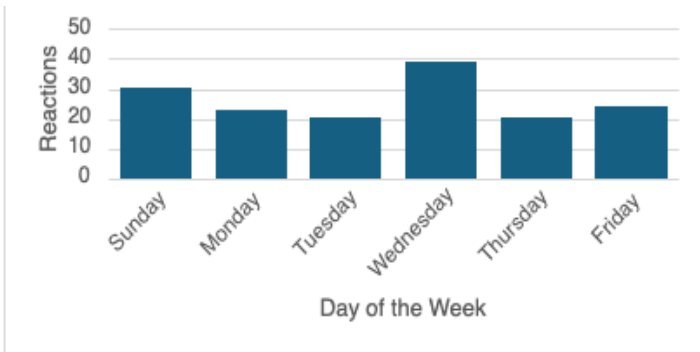


Figure 34 Average reactions by day of week on the Instagram page of Primrose Hill, n=50 posts

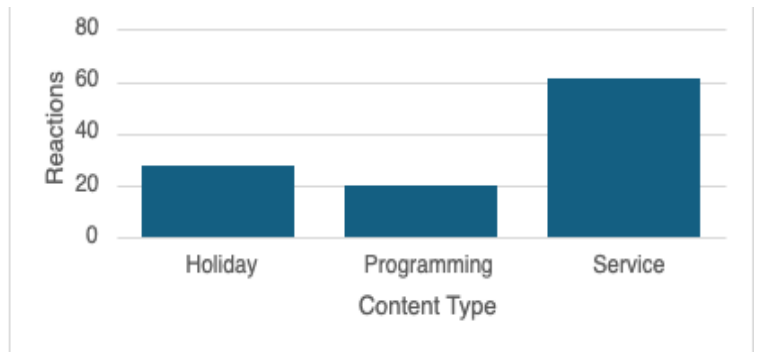


Figure 35. Average reactions by content type on the Instagram page of Primrose Hill, n=50 posts

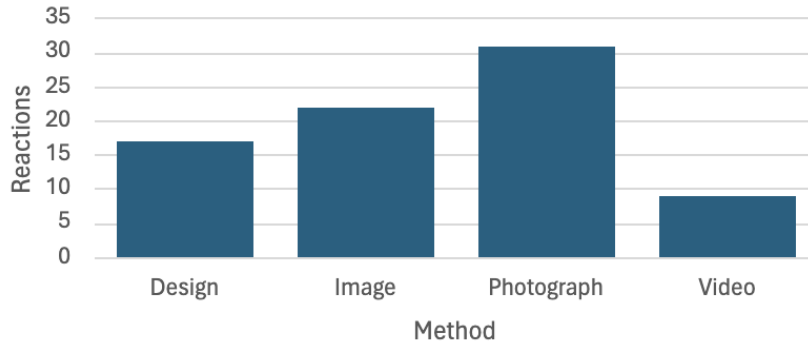


Figure 36. Average reactions by posting method on the Instagram page of Primrose Hill, n=50 posts

### Facebook (Primrose Hill Library and Stoneleigh Library)

Figures 37, 38, and 39 present the data for the Facebook accounts of Primrose Hill Library and Stoneleigh Library. These libraries show minimal engagement, with reactions primarily occurring on Monday, Thursday, Friday, and Saturday, shown in Figure 37. Across both accounts, shown in Figure 38, content types were limited to "programming" and "quotes," each receiving an average of only 1 like. Figure 39 suggests that photographs garnered the most reactions, averaging over 1.5 likes, while images and designs received less than 1 like on average, and videos did not receive any likes.

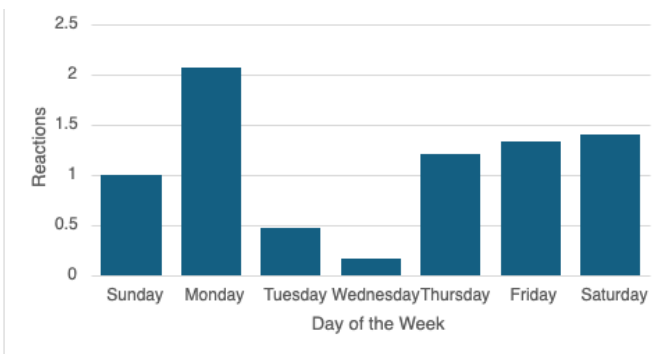


Figure 37. Average reactions by day of week on the Facebook pages of Primrose Hill and Stoneleigh, n=100 posts

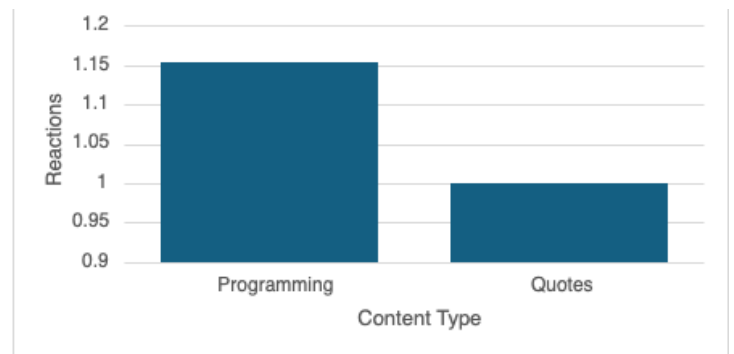


Figure 38. Average reactions by content type on the Facebook pages of Primrose Hill and Stoneleigh, n=100 posts

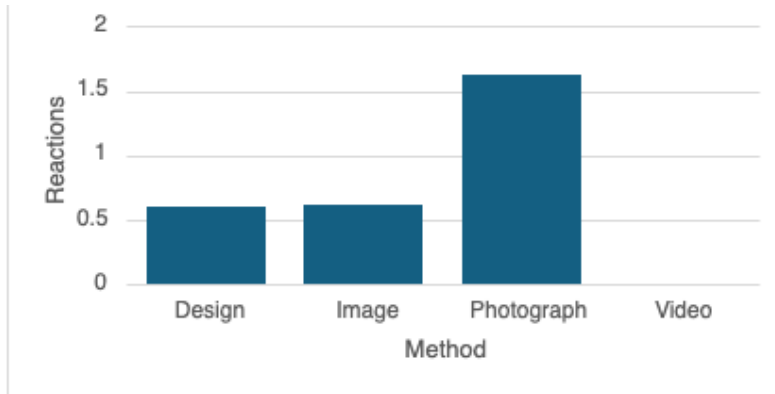


Figure 39. Average reactions by posting method on the Facebook pages of Primrose Hill and Stoneleigh, n=100 posts

X (Primrose Hill Library and Manor House Library)

Figures 40, 41, and 42 present the data for Primrose Hill Library and Manor House Library exhibited slightly higher engagement levels compared to previously analyzed Facebook accounts. Reactions were most prevalent midweek, with Tuesday to Thursday garnering the most engagement, while weekends saw minimal activity, as shown in Figure 40. Figure 41 shows that posts featuring staff members generated the highest reactions, averaging 7 likes, whereas "service" and "programming" posts received around 2 likes. Figure 42 suggests that photographs and designs elicited the most reactions, nearing an average of 4 likes each, suggesting a preference among followers for content showcasing library staff and community involvement.

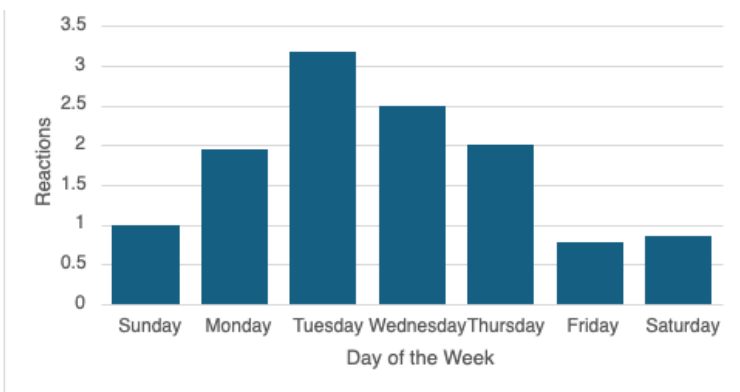


Figure 40. Average reactions by day of week on X pages of Primrose Hill and Manor House, n=100 posts

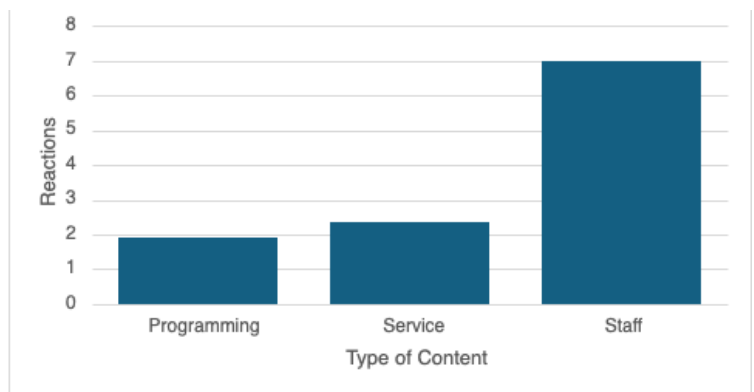


Figure 41. Average reactions by type of content on the X pages of Primrose Hill and Manor House, n=100 posts

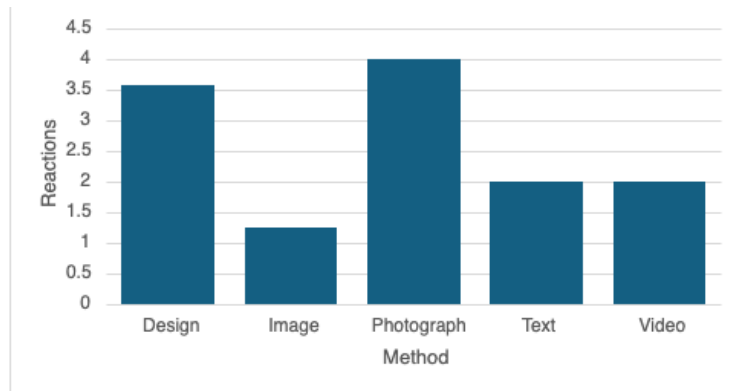


Figure 42. Average reactions by posting method on the X pages of Primrose Hill and Manor House, n=100 posts

#### 4.1.2.2 Interviews of Other Community Libraries

We conducted interviews with staff members from three other community libraries. All staff members we interviewed were either directly or indirectly in charge of their organization’s social media pages.

The general consensus from other community libraries was that they do not have a rigid schedule for posting and instead post whenever there is an upcoming event; that they have a lack of staff, which makes consistent posting difficult; that they try to cater their posts towards target audiences by using specific language; and that engagement is best during weekday commuting hours.

The team interviewed Paul Eaves, a Trustee of the Friends of Stoneleigh Community Library. The library is located in Surrey County and focuses on helping the local community to become more vibrant. Friends of Stoneleigh currently has pages on Facebook, X, and NextDoor. The library does not have a rigid posting schedule, and their posts are dependent on what events are occurring at the library. For these events Mr. Eaves typically starts to promote them one week in advance and tries to post three times for each event. Mr. Eaves recommended creating demographic profiles of their audiences to help create a story around the people they are serving. The library has also moved to using AI to help them write posts for a specific audience. An example given by Mr. Eaves was that for posts targeted to a general audience they would ask an AI software to match the tone of the BBC website, and for posts targeted toward young families they would ask the software to match the tone of a children’s author. This type of targeted

language helps the library with segmentation, which Mr. Eaves believes is the key to success on social media. With respect to generating new donors, Friends of Stoneleigh has not seen that social media is particularly useful.

We also interviewed the current Freelance Social Media Manager for Upper Norwood Library located in Norwood, London. The library is run by four members of staff and the freelancer we interviewed. The library uses Instagram, X, Facebook and LinkedIn. Currently, the library posts similarly across all platforms except for LinkedIn. The freelancer emphasized the use of Instagram stories and polls to increase engagement, and saving stories to highlights so that community members can easily access information. On Facebook, the library has found success through going live and posting on local groups to reach community members looking for rooms for hire. They also mentioned that people usually engage less on weekends and engagement increases during the morning and at lunch time hours on weekdays. They recently redid the library's social media to include more templates, which has led to a more consistent feel across all the library's platforms.

Last, we interviewed Paula Weston, the CEO of Blackfen Community Library located in Sidcup, London. The library and coffee shop attached to it is run by one full time manager, seven part time staff members and 70+ volunteers. The annual footfall from April 2023-March 2024 was 138,063 people. The library uses Instagram and Facebook, as well as Eventbrite to advertise their events. They create a plan for each month, and then add things in as needed. They post daily and advertise their events a week in advance. Due to the small size of their organization, they pay a freelancer five hours a week to post on social media for them. While Ms. Weston recognizes their target audience is mainly families with younger children, they do not target this group specifically with their posts. Ms. Weston noted that fun videos have received the most likes on their platforms. While Blackfen Community Library does not target donors a lot with their posts they have led a successful crowd funding campaign over social media that raised £10,000. This campaign was run over three months and went over the target fundraising goal, with a spike in donations towards the middle of the campaign.

## 4.2 Assessment of the Social Media of the Winch and the Belsize Community Library

Once we understood the social media practices of other community centers and libraries, the team then analyzed the social media use of the Winch and the Belsize Community Library across all their platforms based on social media analytic tools provided by our sponsors and our manual data gathering and social media coding.

### 4.2.1 Social Media at the Winch

We analyzed their Instagram, Facebook, X, and LinkedIn accounts of the Winch using data analytics provided to us by our sponsors for the period September 2023 to February 2024. For their Instagram account, we considered followers, new followers, post reach, page visits, and likes per follower. For Facebook we considered followers, new followers, amount of people reached on a post, page visits, and likes. For X we considered followers, new followers, impressions, engagement, link clicks, retweets, likes, and replies. Finally, for LinkedIn we considered followers, new followers, reactions, comments, reposts, impressions, and unique impressions. In addition, we also collected and analyzed social media data manually to look for trends of engagement across different days of the week and coded each post based on content type and posting method. This practice was used across Instagram, Facebook, X, and LinkedIn.



#### 4.2.1.1 Social Media Analytics of the Winch

In this subsection we will look at analytic trends across each social media platform the Winch operates that was gathered and provided to us by our sponsors.

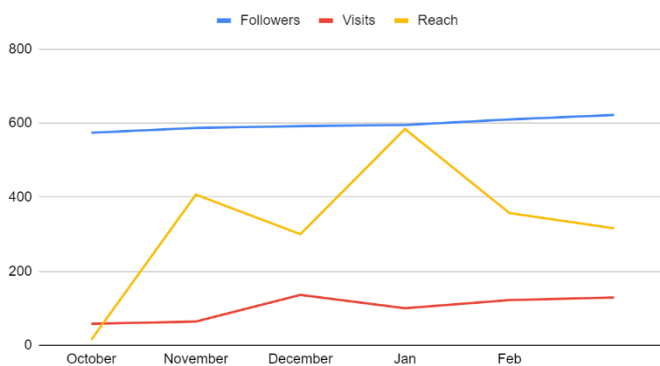
#### Instagram

Table 1 and Figure 43 present the month-to-month analytics for the Instagram account of the Winch from September 2023 to February 2024. The Winch has seen a steady increase in Instagram followers during this period, with an average of 9.6 new followers each month. Reach, visits, and likes have also seen a significant increase over these last few months, as seen in Figure 43.

Month	Followers	New Followers	Reach	Visits	Likes/ follow
September	574	-	15	58	8
October	587	13	407	64	15
November	592	5	300	136	8
December	595	3	584	100	7
January	610	15	357	122	126
February	622	12	316	129	140

Table 1. Instagram of the Winch: Social Media Analytics from September 2023 – February 2024

The Winch Instagram Analytics



The Winch's Instagram Analytics (Cont.)

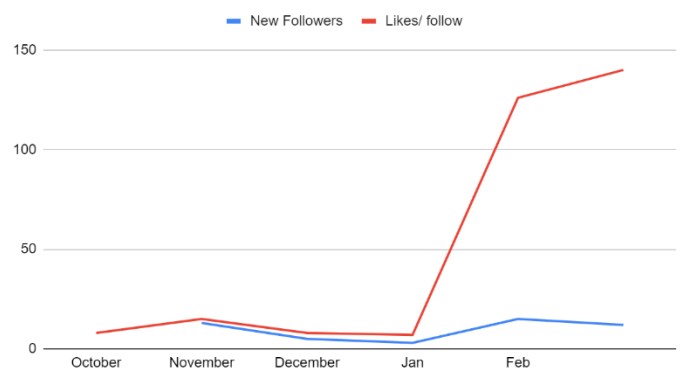


Figure 43. Trends of the Instagram of the Winch: Social Media Analytics from September 2023 – February 2024

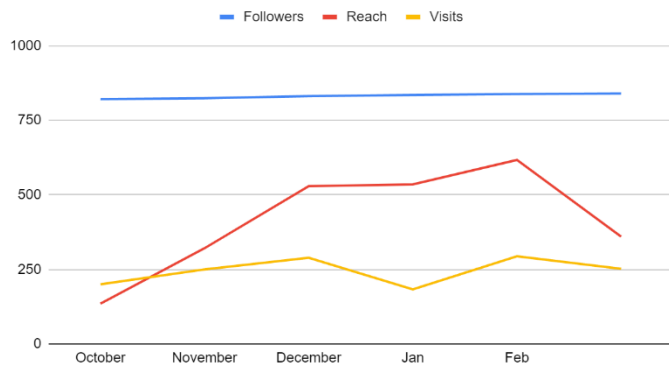
## Facebook

Table 2 and Figure 44 present the month-to-month analytics for the Facebook account of the Winch from September 2023 to February 2024. The Facebook account of the Winch has seen a follower increase of only 19 from September 2023 to February 2024. The Winch ended February of 2024 with 840 Facebook followers while their post reach and page visits did not remain consistent and fluctuated constantly. Likes remained very low with an average of 3.5 likes each month.

Month	Followers	New Followers	Reach	Visits	Likes
September	821	-	135	200	5
October	824	3	321	250	2
November	831	7	529	289	4
December	835	4	535	183	4
January	838	3	617	294	4
February	840	2	360	252	2

Table 2. Facebook of the Winch: Social Media Analytics from September 2023 – February 2024

The Winch Facebook Analytics



The Winch Facebook Analytics (Cont.)

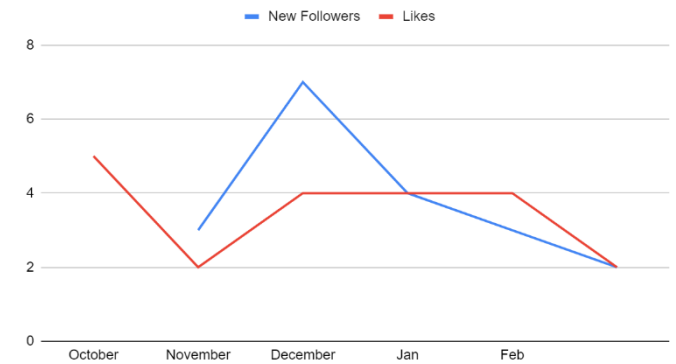


Figure 44. Trends of the Facebook of the Winch: Social Media Analytics from September 2023 – February 2024

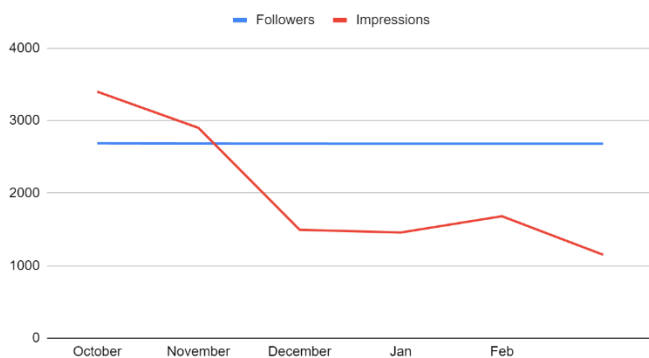
## X (formerly Twitter)

Table 3 and Figure 45 present the month-to-month analytics for the X account of the Winch from September 2023 to February 2024. The X account has seen a very small and steady decrease of five followers during our six-month observation period. Impressions also significantly decreased during this time from 3400 in September of 2023 to 1149 in February of 2024. Throughout this period, engagement remained relatively consistent.

Month	Followers	New Followers	Impressions	Engagement	Link Clicks	Retweets	Likes	Replies
September	2687	-	3400	1%	0	12	20	0
October	2684	-3	2900	2%	20	13	27	1
November	2683	-1	1495	2%	8	6	18	4
December	2682	-1	1456	3%	9	9	23	8
January	2682		1681	3%	5	4	30	2
February	2682		1149	3%	7	8	23	1

Table 3. X of the Winch: Social Media Analytics from September 2023 – February 2024

The Winch X Analytics



The Winch X Analytics (Cont.)

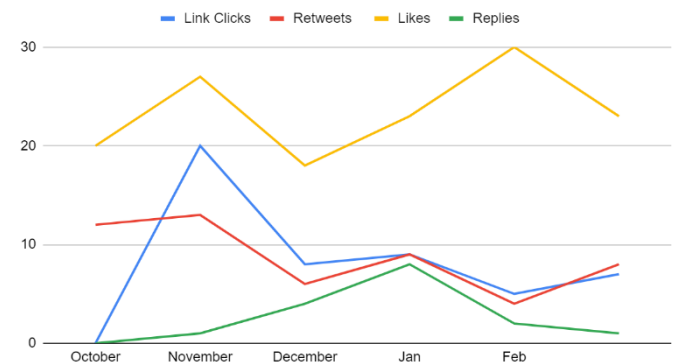


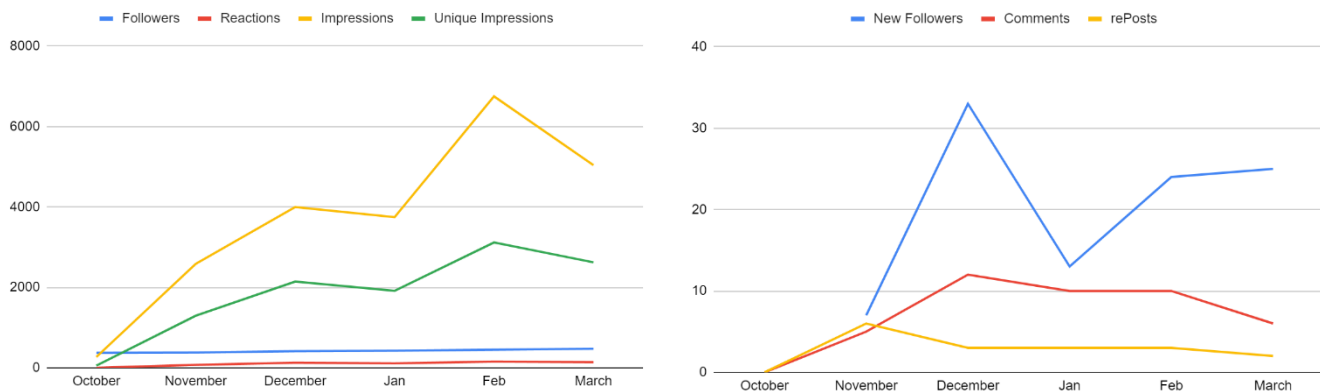
Figure 45. Trends of the X of the Winch: Social Media Analytics from September 2023 – February 2024

## LinkedIn

Table 4 and Figure 46 present the month-to-month analytics for the LinkedIn account of the Winch from September 2023 to February 2024. From the data gathered, we see that followers increased by a significant 102. Total post reactions increased every month from 73 in October of 2023 to 140 in February of 2024. Furthermore, impressions and unique impressions increased from 270 and 55 respectively in September of 2023 to a considerable 5041 and 2623 respectively in February of 2024. Comments and reposts remained consistent during this period.

Month	Followers	New Followers	Reactions	Comments	rePosts	Impressions	Unique Impressions
September	373	-	1	0	0	270	55
October	380	7	73	5	6	2,586	1,296
November	413	33	127	12	3	3,999	2,144
December	426	13	111	10	3	3746	1914
January	450	24	155	10	3	6751	3118
February	475	25	140	6	2	5041	2623

*Table 4. LinkedIn of the Winch: Social Media Analytics from September 2023 – February 2024*



*Figure 46. Trends of the LinkedIn of the Winch: Social Media Analytics from September 2023 – February 2024*

#### 4.2.1.2 Social Media Coding of the Winch

In this subsection we will present the findings and trends from the manual social media coding the team performed on the Winch. The coding was done on each social media platform operated by the Winch. Trends of average reactions by day of the week, content type, and posting method were focused on. Note that missing weekdays in charts indicate no posts on those days.

#### Instagram

Figures 47, 48, and 49 present data for the Instagram account of the Winch. Figure 47 indicates that posts on Tuesday received the largest number of reactions. Figure 48 suggests that “support” posts were the content type that received the most reactions, and Figure 49 suggests that photographs and videos were the preferred posting methods.

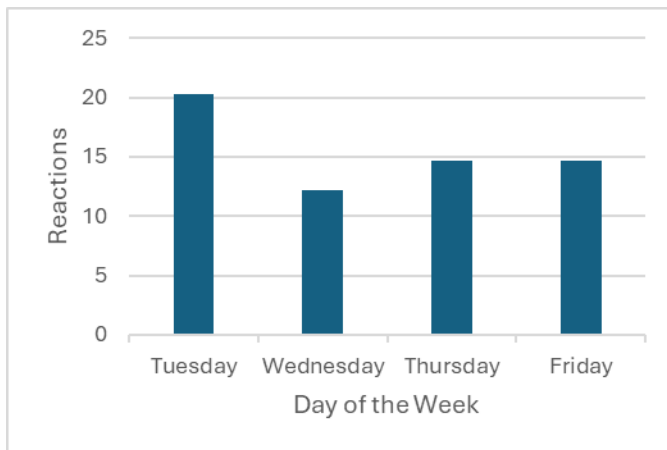


Figure 47. Average reactions by day of the week on the Instagram page of the Winch, n=50 posts

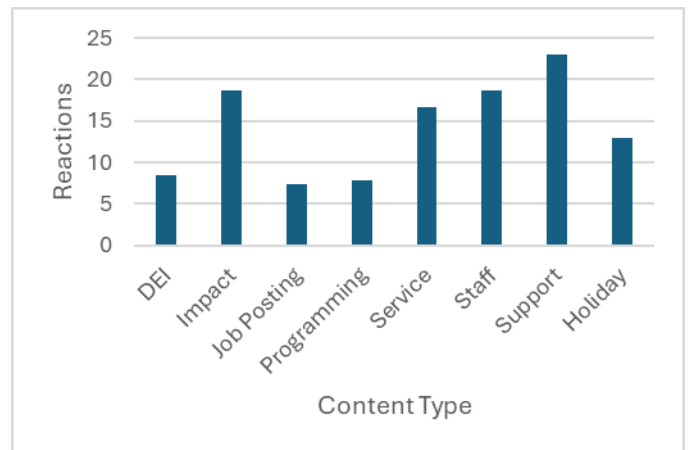


Figure 48. Average reactions by content type on the Instagram of the Winch, n=50 posts

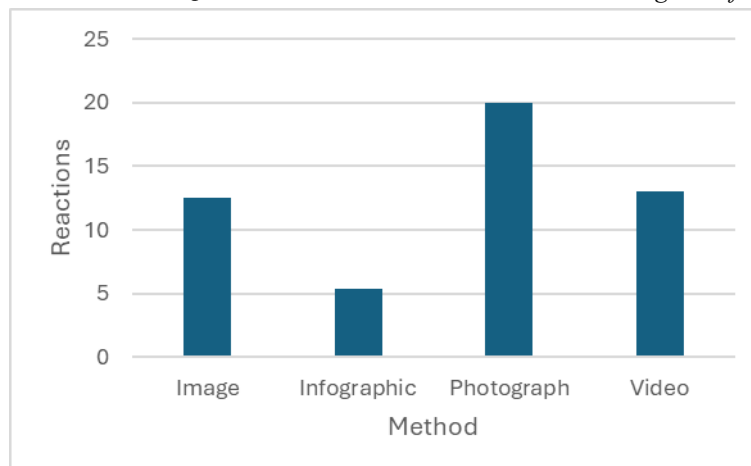


Figure 49. Average reactions by posting method on the Instagram of the Winch, n=50 posts

## Facebook

Figures 50, 51, and 52 present data for the Facebook account of the Winch. Figure 50 indicates that Wednesday was the day of the week with the highest average of reactions. Figure 51 suggests that followers, on average, reacted to “Staff” posts the most. Finally, Figure 52 suggests that photographs had the highest average of reactions among posts.

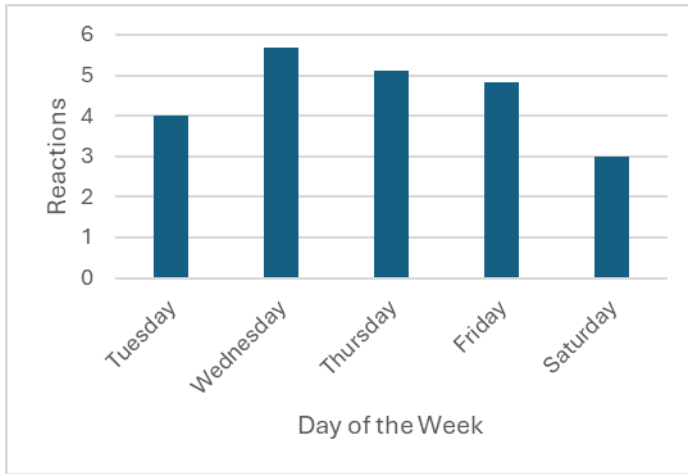


Figure 50. Average reactions by day of the week on the Facebook page of the Winch, n=50 posts

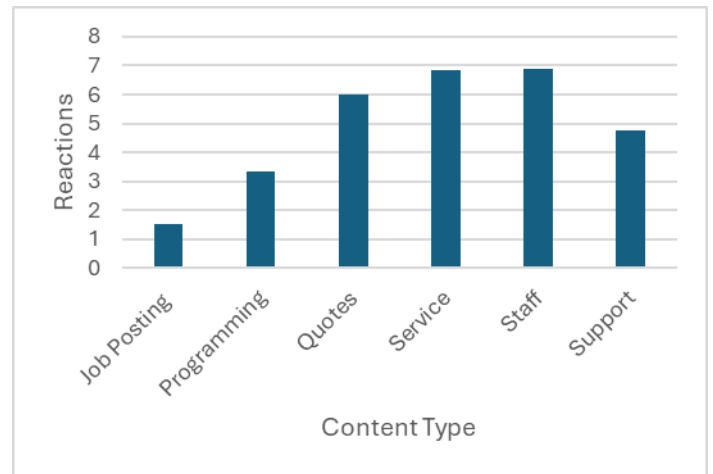


Figure 51. Average reactions by content type on the Facebook page of the Winch, n=50 posts

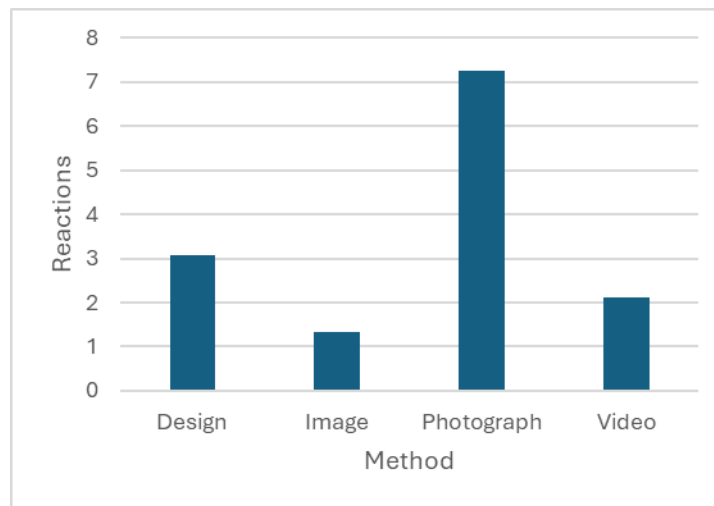


Figure 52. Average reactions by posting method on the Facebook page of the Winch, n=50 posts

X (formerly Twitter)

Figures 53, 54, and 55 present data for the X account of the Winch. Figure 53 seems to indicate that Monday and Sunday were the days of the week that shared the highest average of reactions. Figure 54 suggests that “DEI” posts had the highest average of reactions across all content type. Finally, Figure 55 suggests that images were the posting method with the highest average engagement.

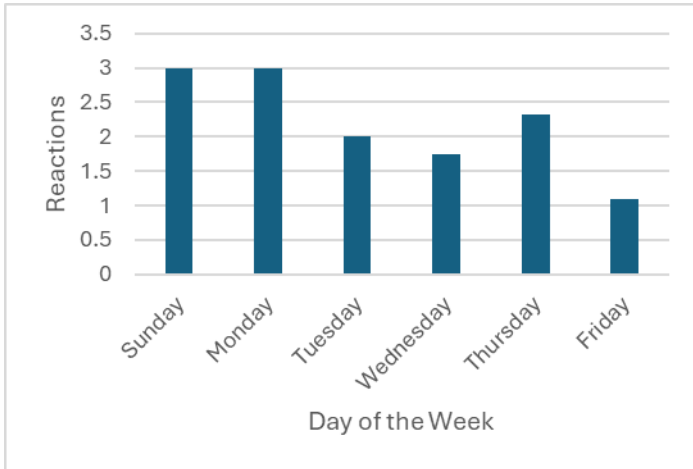


Figure 53. Average reactions by day of the week on the X page of the Winch, n=50 posts

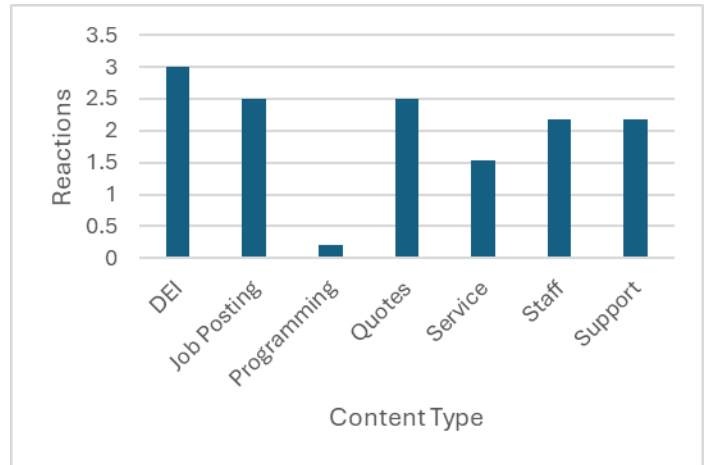


Figure 54. Average reactions by content type on the X page of the Winch, n=50 posts

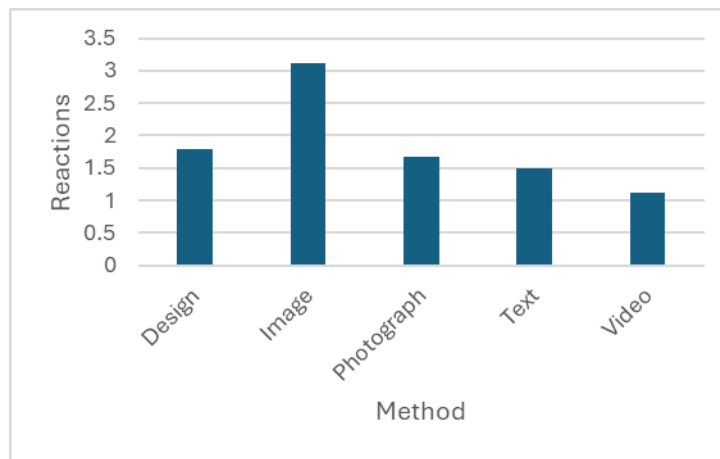


Figure 55. Average reactions by posting method on the X page of the Winch, n=50 posts

## LinkedIn

Figures 56 and 57 present data for the LinkedIn account of the Winch. Due to the limitations of LinkedIn, we were not able to track engagement by day of the week as LinkedIn does not allow users to see the exact date posts were launched. For LinkedIn we only considered engagement by content type and posting method. Figure 56 seems to indicate that “staff” posts were the content type with the highest average of reactions. Figure 57 suggests that photographs were also the posting method with the highest reaction average.

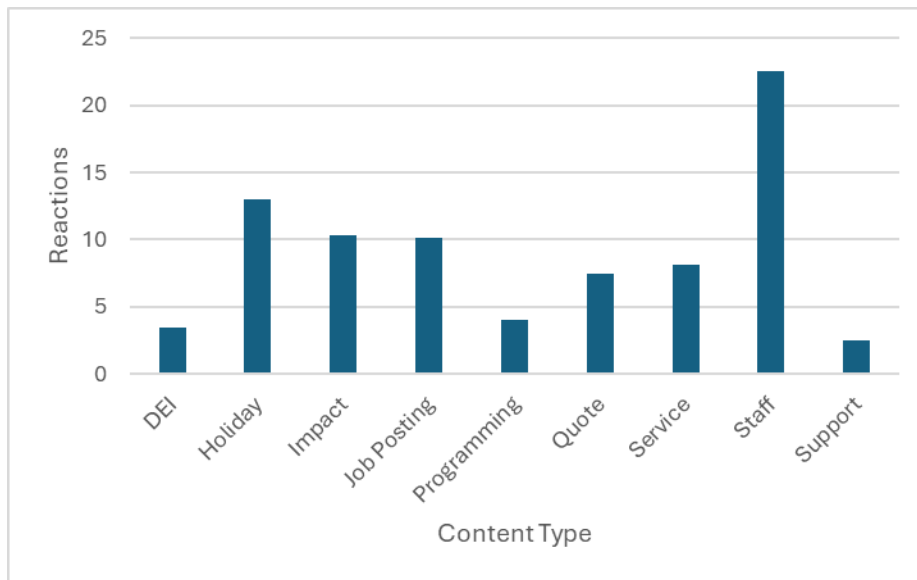


Figure 56. Average reactions by content type on the LinkedIn of the Winch, n=50 posts

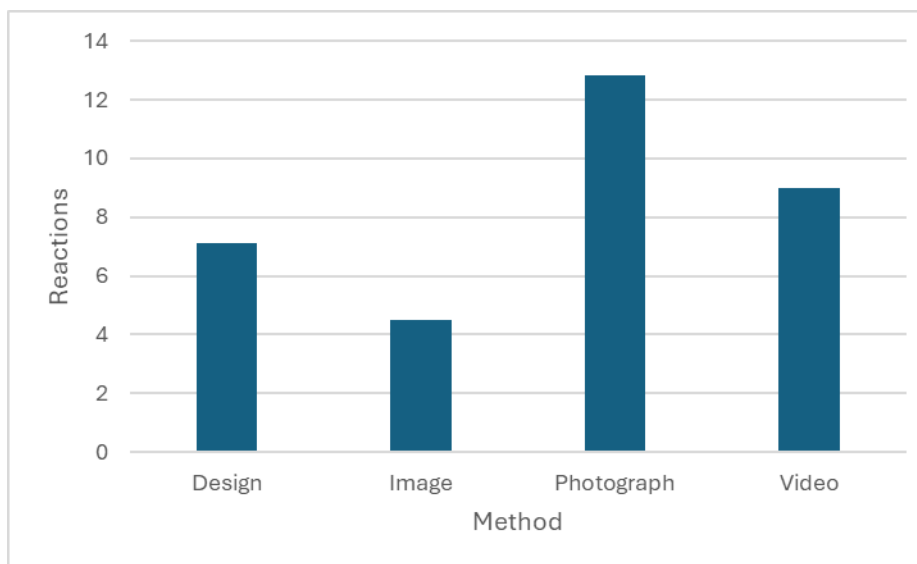


Figure 57. Average reactions by posting method on the LinkedIn of the Winch, n=50 posts



## 4.2.2 Social Media Coding of the Belsize Community Library

In this subsection we will present the findings and trends from the manual social media coding the team performed on the Belsize Community Library. The coding was done on each social media platform operated by the Winch. Trends of reactions by day of the week, content type, and posting method were focused on.

### Instagram

Figures 58, 59, and 60 present data on the Instagram page of the Belsize Community Library. Figure 58 seems to indicate that Wednesday was the day of the week with the highest average of reactions. Figure 59 suggests “Staff” posts were the content type with the highest average of reactions. Figure 60 suggests videos were the posting method with the highest average of reactions as well.

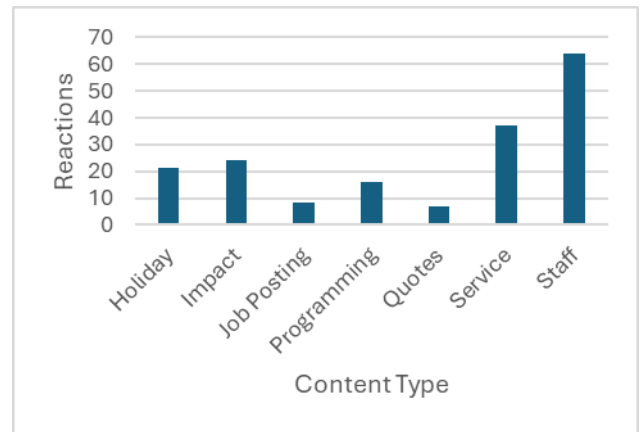
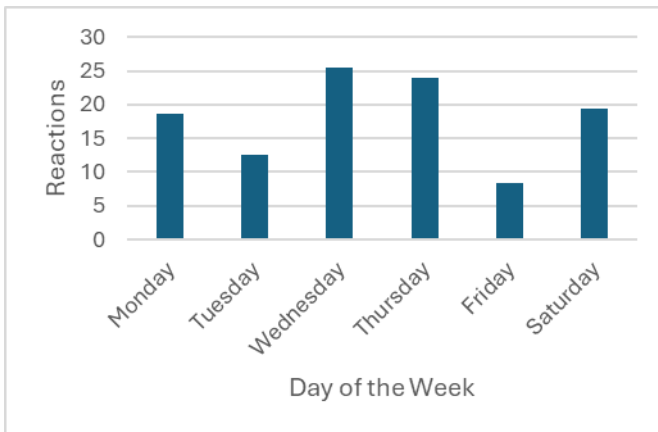


Figure 58. Average reactions by day of the week on the Instagram page of the Belsize Community Library, n=50 posts

Figure 59. Average reactions by day of the week on the Instagram page of the Belsize Community Library, n=50 posts

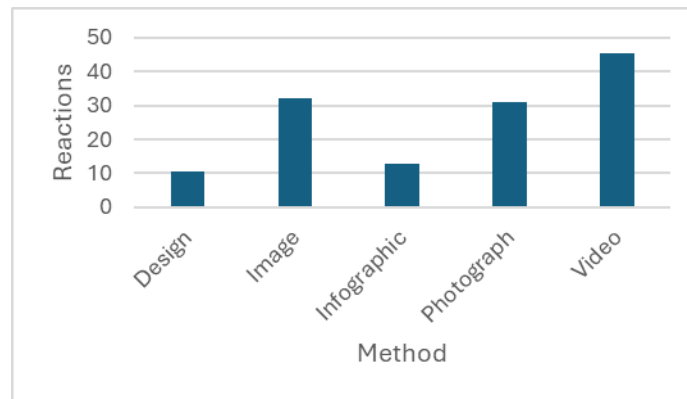


Figure 60. Average reactions by day of the week on the Instagram page of the Belsize Community Library, n=50 posts

## Facebook

Figures 61, 62, and 63 present data on the Facebook page of the Belsize Community Library. Figure 61 seems to indicate that Thursday was the day of the week with the highest average of reactions. Figure 62 suggests “Staff” posts were the content type with the highest average of reactions. Figure 63 suggests photographs were the posting methods with the highest average engagement.

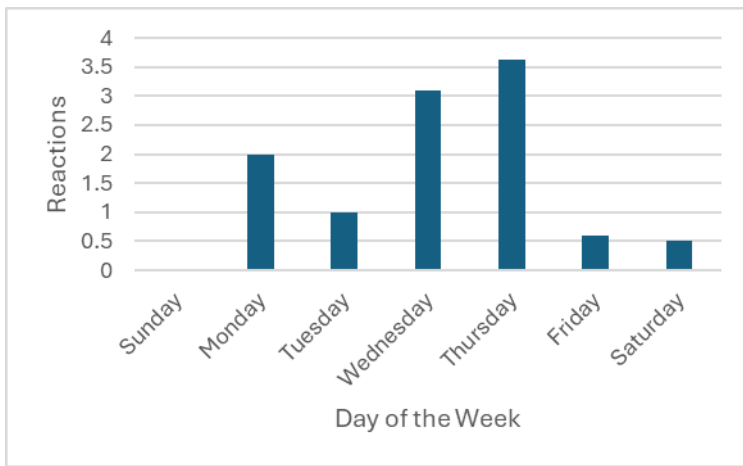


Figure 61. Average reactions by day of the week on the Facebook page of the Belsize Community Library, n=50 posts

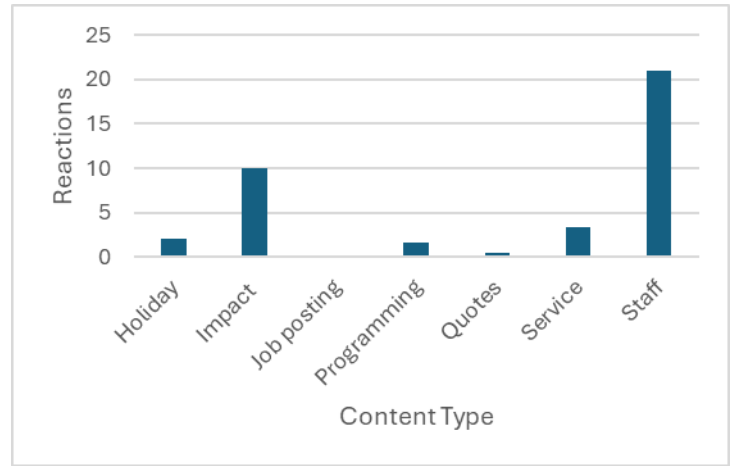


Figure 62. Average reactions by content type on the Facebook page of the Belsize Community Library, n=50 posts

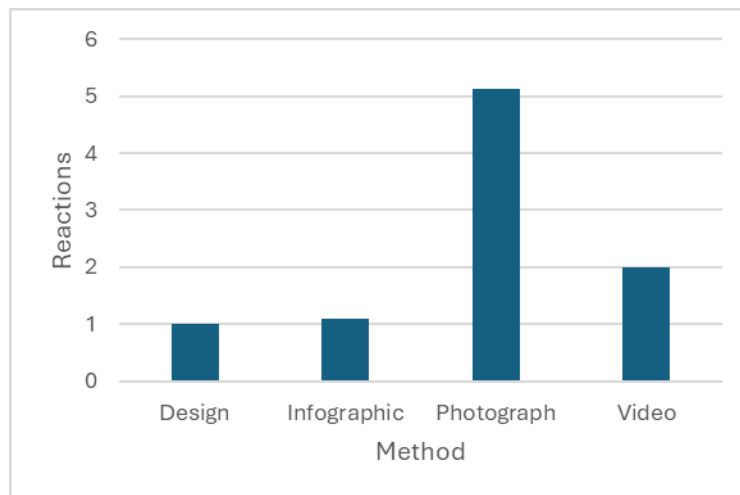


Figure 63. Average reactions by posting method on the Facebook page of the Belsize Community Library, n=50 posts

X (formerly Twitter)

Figures 64, 65, and 66 present data on the X page of the Belsize Community Library. Figure 64 seems to indicate that Thursday was the day of the week with the highest average of reactions. Figure 65 suggests that “Programming” posts were the content type with the highest average of reactions. Figure 70 suggests that videos were the post method with the highest average of reactions.

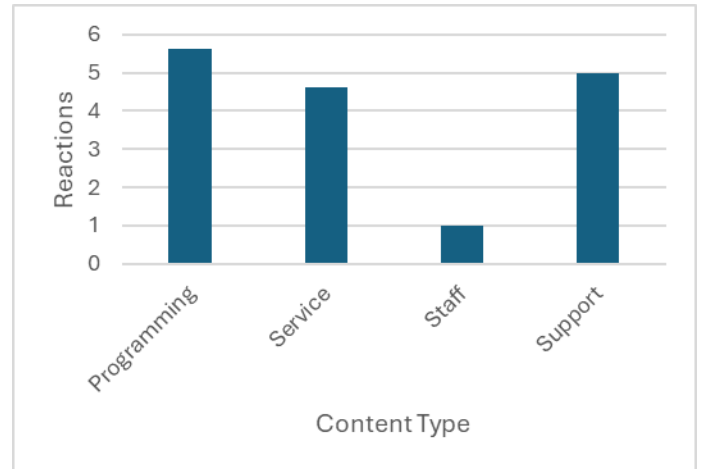
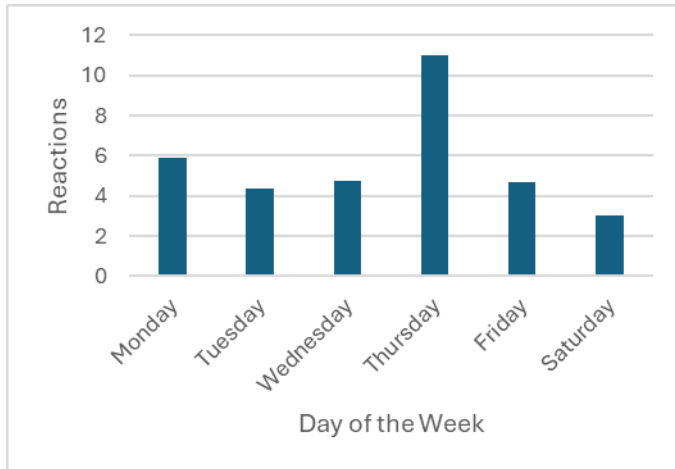


Figure 64. Average reactions by day of the week on the X page of the Belsize Community Library, n=50 posts

Figure 65. Average reactions by content type on the X page of the Belsize Community Library, n=50 posts

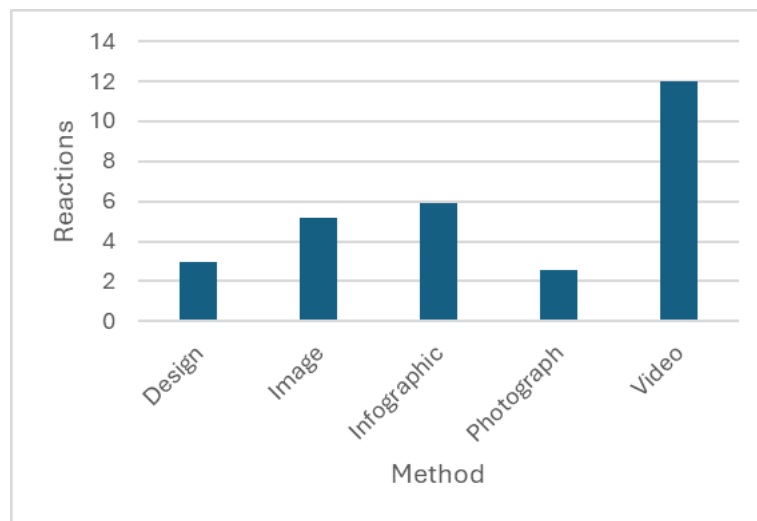


Figure 66. Average reactions by posting method on the X page of the Belsize Community Library, n=50 posts

## 4.3 Assessment of Opinions of the Winch and Belsize Community Library Staff, Beneficiaries, and Donors

The team conducted interviews and surveys to gain a better understanding of the staff, beneficiary, and major donor opinions of the social media use of the Winch and the Belsize Community Library. We gathered useful data from these surveys and interviews and had many helpful conversations.

### 4.3.1 The Winch Staff Members with Responsibility for Social Media

Our team interviewed staff members from the Winch that included our main contacts for this project and the CEO of the organization. These staff members have a much deeper understanding of the social media pages and the limitations of creating content for them. These staff members were also those that had direct responsibility for the operation of the social media strategy of the Winch and the Belsize Community Library.

The general feelings among the staff members responsible for social media are that there needs to be a balance between the post catering directly to beneficiaries and to donors. The key staff members also mentioned that splitting the Instagram accounts into the main account and the youth team account would cause inconsistency and make upholding brand image much more difficult. The key staff members also think that the donors and followers of the social media accounts should be reached out to and asked to engage with the posts.

The team interviewed Tamsin Marcus first, the newly hired Marketing and Communications Officer who started six months ago. Ms. Marcus currently runs all the Winch's social media accounts and is working to present the Winch through the eyes of the beneficiaries. Ms. Marcus mentioned that the current goal of the social media accounts is to target more major donors to help secure more funding for the Winch. Ms. Marcus' current social media strategy is to post two to three times a week in hopes that the consistency will allow the growth in follower and engagement count to continue. Ms. Marcus also believes that donors would enjoy seeing content that focuses on where their money is being spent within the organization. Ms. Marcus thinks to do this by showcasing the impact that the Winch has on the lives of young people in the community. The largest barrier that Ms. Marcus faces is time and bandwidth, since she only works three days a week Ms. Marcus is unable to post with the frequency she would like to

The next interview was with Rashid Iqbal, the CEO of the Winch for the past six years. Unlike other staff members, Mr. Iqbal does follow the social channels of the Winch, primarily X and LinkedIn where he maintains a larger network of professional contacts. Because Ms. Marcus took over responsibilities for the social media only in December of last year, Mr. Iqbal understands that the full strategy is in its early stages and remains to be developed. Mr. Iqbal thinks that the Winch does not need their social media to effectively reflect *all* the services offered to the community because the Winch is a rather complex organization with seven different service areas. There is simply no way to share everything that is offered. Mr. Iqbal echoes the sentiment that donors would prefer to be shown their direct impact and brought into the work as opposed to being thanked. Mr. Iqbal feels the Winch can use social media as an invitation for donors to become more involved. Mr. Iqbal spoke about how many parents “give time if they can’t give money” and the ways that this benefits the Winch beneficiaries. Something important that Mr. Iqbal spoke about was being sure that the beneficiaries’ stories are not being used to attract funds. Social media needs to not put the more affluent on a pedestal or blame beneficiaries for their situation. Mr. Iqbal discussed how it is crucial to bring the voices of struggling parents and beneficiaries to light using social media. This may even catch the attention of community members looking to help, not just monetarily but with their time.

Finally, our team interviewed Chitra Shanbhogue, the head of partnerships at The Winch working to maintain major donors that are individually cultivated by the Winch and to bring in new donors. Ms. Shanbhogue makes the point that donors respond very well when the Winch is in crisis, for example when there was a flooding in the building, but the goal is not to create a crisis to attract funding. Instead, Ms. Shanbhogue suggests that the social media be used to showcase the uplifting stories to draw donors in. Ms. Shanbhogue also mentioned that it was a huge accomplishment to hire Ms. Marcus to focus on the growth and development of the Winch’s social media. Finally, Ms. Shanbhogue highlights that philanthropists love to hear and see stories about how their contributions are being used to affect the lives of beneficiaries.

#### 4.3.2 The Winch General Staff Members

The team conducted interviews with staff members of the Winch to determine their opinions on the current social media platforms run by the Winch. The staff members that we

interviewed were a mix of youth workers for both the play and youth teams as well as program leads for various inclusivity initiatives run by the Winch.

We found many shared opinions among the five staff members interviewed. Most of the staff mentioned that they do not currently follow the Winch on social media for various reasons. The staff believe that postings are too infrequent, which limits engagement. Staff would all like to see the impact and services of the Winch highlighted more through the content posted. There is a general feeling that the Winch currently lacks a clear strategy or focus because the content is repeated across all platforms. A main sentiment shared among the staff members is that the Winch should continue to operate both their main social channels and their youth team specific Instagram account. In doing this, the staff believe beneficiaries will be best targeted and given a space to engage with each other. The staff members also mentioned that the Winch does a poor job of communicating the existence of their social media pages, if they promoted their accounts better the staff feel that the growth and engagement would increase. Finally, the staff would love to see more photographs and videos posted to the social channels.

The team interviewed Reece Okezie, the Deputy Youth Manager at the Winch for over 11 years. Mr. Okezie feels that the social media pages should be used as a space for updating community members on the programming at the Winch as well as to encourage interaction between community members. Mr. Okezie also noted that there is not currently enough promotional content nor community interaction on the pages. Mr. Okezie further mentioned that the current social media channels do not accurately reflect all the services provided by the Winch. Mr. Okezie discussed the value of advertising the social media channels more to the community and current Winch beneficiaries.

Nura, a youth worker for both the Play and Youth Team at the Winch for over ten years, had some important donor information to provide along with her opinions. Nura explained that fundraising for one of her youth work programs was extended once the donors saw videos of the events and requests for support on social media. Nura also mentioned that the Winch website is out of date and should be updated to reflect the current offerings. For example, the youth programs are not fully publicized to reflect the full offerings of the group. Finally, Nura highlighted that their social media should better showcase the work and achievements of The Winch.

The team then interviewed Kia Kiasuka-Kiakanda, a newly hired campaign manager in charge of the Inspiring Inclusions program and a former Winch beneficiary herself. Ms. Kiasuka-Kiakanda echoed the opinion that the social media channels do not accurately share all the Winch has to offer beneficiaries. Ms. Kiasuka-Kiakanda mentioned that the social channels should show more videos and youth artwork. Ms. Kiasuka-Kiakanda emphasized that the social media should showcase the interesting and unique personalities of both the staff and the youth at the Winch so that the organization can feel and present itself as ‘more human’.

Jamie Lopez, the head of the Communities Team for over three months, brought up an interesting point during our interview. Ms. Lopez mentioned that there were difficulties locating the official accounts operated by the Winch on various social media platforms since multiple accounts are no longer active. Ms. Lopez highlighted that it can be difficult to create content that reaches the correct audiences when the audience of the different social channels are not the same. By this Ms. Lopez means that when posting on Instagram for example, one type of post targeted to a specific audience may not reach the other audience who engages with the account. Ms. Lopez believes that the major donors are most likely to respond to uplifting video content that illustrates the work in progress and successes. Finally, Ms. Lopez mentioned that the Winch should refrain from posting political content and focus solely on how the Winch supports the community.

Our team’s final general staff interview was with Daniel Kwashie, a program lead for Inspiring Inclusions as well as a youth worker. Mr. Kwashie was the only staff member that follows any form of Winch social media; he follows the LinkedIn account. Mr. Kwashie has noticed that the social media channels are effective and engaging when they are consistent. Mr. Kwashie was yet another staff member that echoed the need to highlight the full range of programs offered at the Winch, especially within the Youth Team. Mr. Kwashie also stated that he knows the youth do not currently follow or engage enough with the social channels available. Mr. Kwashie also mentioned that there should be more short form content, such as videos and photos, showcasing the day-to-day operations of the Winch. Finally, Mr. Kwashie also reiterated the need to publicize the social media accounts more clearly to beneficiaries, parents, and the community.

### 4.3.3 The Winch Major Donor Opinions

The Winch sent out a donor survey on our behalf to the five current major donors of the Winch and received four responses. From these surveys two respondents were then interviewed to gain more information about their social media use.

#### 4.3.3.1 Major Donor Surveys

Two of the four major donors who completed the survey stated that they do not use social media or try to avoid using it. The two donors that frequently use social media primarily use Instagram and LinkedIn. The one donor who tries to avoid using social media still has access to X, Facebook, and Instagram.

Of those that use social media in some fashion, one follows the Winch on X, one follows the Winch on LinkedIn, and the other didn't realize the Winch had social media, but started following them on Instagram after they completed the survey. From the donors' perspective they believe that the Winch could post more content, with one citing the need for more in-depth videos focused on activities and programs at the Winch. Another donor stated that they would like to see more employees showcased on the social media of the Winch.

All donor respondents noted that social media does not play any part, or plays a very small part, in their decision to donate to organizations. Instead, they mentioned their motivation to donate to the Winch having to do with their passion for supporting local youth, and how the Belsize Community Library contributes to improving recycling at the community level.

#### 4.3.3.2 Major Donor Interviews

The team conducted interviews with two of the Winch's high-value donors. The use of social media of both donors was different which gave the team two different perspectives on donor engagement.

The team first interviewed Harlan Zimmerman, a long-time donor of 10 years as well as a member of the Winch's Board of Trustees. Mr. Zimmerman has lived in the area for many years and has walked by the Winch on the way to his children's school every day. Mr. Zimmerman shared with us that he does not have any social media, except for LinkedIn, and he does follow the Winch on LinkedIn. Mr. Zimmerman used to follow the Winch on X as a source of news but no longer holds his X account. Mr. Zimmerman mentioned that it would be best to target people



in the area since those people will be able to form a stronger connection with the Winch. Mr. Zimmerman talked about how social media should be used to show current donors where their money is being used for the benefit of the Winch. Mr. Zimmerman also pointed out that reaching new donors will be difficult on social media because the major donors of the Winch require careful stewardship to build the reoccurring relationship. A suggestion that Mr. Zimmerman made was to target one-time donors through social media and use the stewardship from the Winch to convert their donation habits into a lasting relationship. Mr. Zimmerman shared that social media presence does not play a role in which organization he donates to. Mr. Zimmerman highlighted using the Winch team to send more personalized messages of thanks to the donors as opposed to focusing on social media for them.

The team also interviewed Nadia Jan, who has been donating with her husband for the last five or six years. Ms. Jan started to contribute to the Winch through cycle charity rides and now she and her husband contribute through their company. Ms. Jan mentioned that she loves the work that the Winch does and wants to break the barrier between well-off families and less fortunate families to bring the community together. Ms. Jan does use social media platforms, mainly Instagram, rarely Facebook and occasionally X, though she did not follow the Winch until we emailed to request an interview. Ms. Jan does follow the social media of another organization that she donates to. Ms. Jan also mentioned that donors would like to see where their money is being used within the organization, though it is not a deciding factor as to where Ms. Jan donates her money. Ms. Jan highlighted that she would like to see the people that work at the organization, the projects that the Winch operates, and promote events that the Winch participates in. Ms. Jan also suggested that social media be used to gain support from the community in the form of items, such as food or toys. Ms. Jan believes that people would be motivated to donate items or even buy new items for the Winch if the need is publicized on social media.

#### 4.3.4 The Winch Beneficiaries

In this section we discuss the opinions of the beneficiaries of the Winch, including the parents of children in the Winch's Play Time group, as well as opinions from the Youth Team.

#### 4.3.4.1 The Winch Play Time Parents

We surveyed the parents of children participating in Play Time at the Winch to gain their opinion of the Winch’s social media. We received 16 responses to our survey, which is around half the parents at the Winch.

The parent respondents showed a great appreciation for all the Winch has done for them and their children, with some citing that the Winch helped them complete a degree in higher education while giving their children a safe space to learn, make friends, and build confidence. However, 92% of parents we surveyed discovered the Winch through word of mouth and many did not know the Winch had social media. 61% of parents do not follow the Winch on any social media platforms. Those that do follow the Winch subscribe to their Instagram (17%), Facebook (17%), and LinkedIn (5%) pages (Figure 67). These individuals that follow the Winch would like to see more photos of the child, staff, and activities. For those who do not follow the Winch they stated that the Winch could entice them to do so by “[Showing] it’s fantastic work and vision” and making the parents more aware of their platforms. However, some respondents did say that they were not active on social media and would prefer an email subscription and group text chains to receive updates.

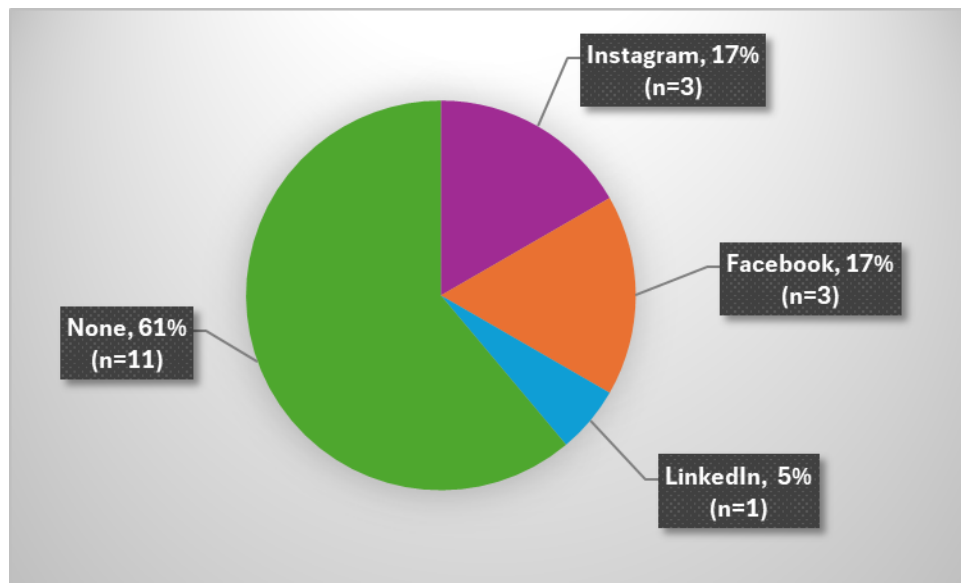


Figure 67. Social Media Platforms that Winch Parents Follow, n=16.

#### 4.3.4.2 Youth Team Participants

We also decided to participate in events hosted by the youth team. The project team first attended these events to form relationships with the youth participants, as we were advised to do

so. Once the youth staff and participants became familiar with our team, we decided to partake in informal conversations with youth participants ranging from the ages of 12 to 16. Due to the fragility of information regarding youth, we only used this approach to gauge youth opinions on social media use and did not keep track of any personal identifying information.

Throughout all our conversations, there were many common themes among the youth participants. For one, many of the youth did not follow the Winch's main social media accounts on any platforms. Secondly, of those who did follow the Winch, they were more likely to follow the youth team's Instagram page over the Winch's main accounts. Finally, youth participants overwhelmingly use Instagram, Snapchat, and TikTok.

#### 4.3.5 The Belsize Community Library Staff Member with Responsibility for Social Media

The team interviewed Lucy Telfer, the head of the Belsize Community Library for the past 9 years. The current social media platforms of the library include Instagram, Facebook, X, as well as using Nextdoor and email newsletters. Ms. Telfer feels that the current target audience for the library's social media is members of the community and major donors. Ms. Telfer currently does not have a comprehensive social media strategy, rather she posts to promote upcoming events at the library. Ms. Telfer seldom posts about the impact of the library on the community, although she would like to post more of these kinds of materials. Ms. Telfer would like to include more quick forms of social media, including Instagram stories and polls. Unfortunately, Ms. Telfer explains that the library staff and volunteers do not have the capacity to do more on social media, and she would like to have a dedicated person who focuses solely on social media.

#### 4.3.6 The Belsize Community Library Patrons

The team completed in-person surveying of the Belsize Community Library patrons to gain insight into the demographics of patrons, their social media use, and what they would like to see from the library on social media. We conducted two surveys: one long online survey and one short paper survey.

From the online survey we discovered that the average age of people who took the survey was 41.5 years old. Please note that library patrons under 16-years-old could not participate in the survey. The full age distribution can be found in Figure 68.

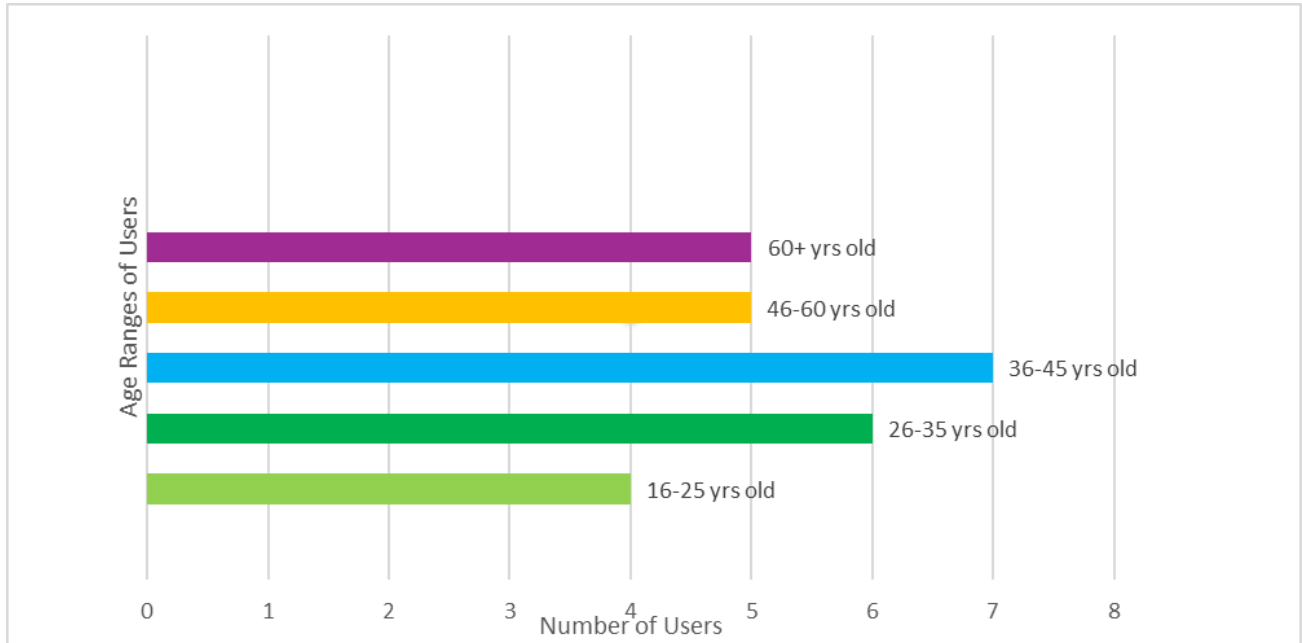


Figure 68. Surveyed Belsize Community Library's Users Age Distribution, n=27.

Figure 69 presents the representation of different wards for the survey participants. These data suggest that the library attracts a significant number of patrons from outside its home, Belsize Ward.

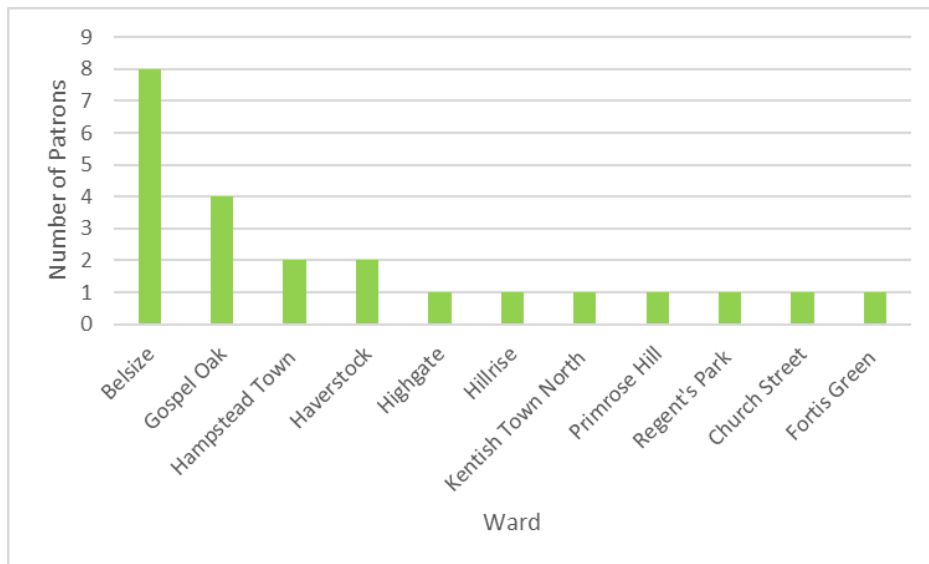


Figure 69. Surveyed Library Patrons by Ward, n=22.

43% of survey respondents stated that they have been using the library less than one year. 27% have been using the library for between 1-3 years, and 30% have been using the library for more than 3 years.

On a weekly basis survey respondents mainly visit the library once a week. This makes sense as the library hosts re-occurring weekly events such as Ryme Time for children and an adult crafting group. The full distribution of respondent visitation data can be found in Figure 70.

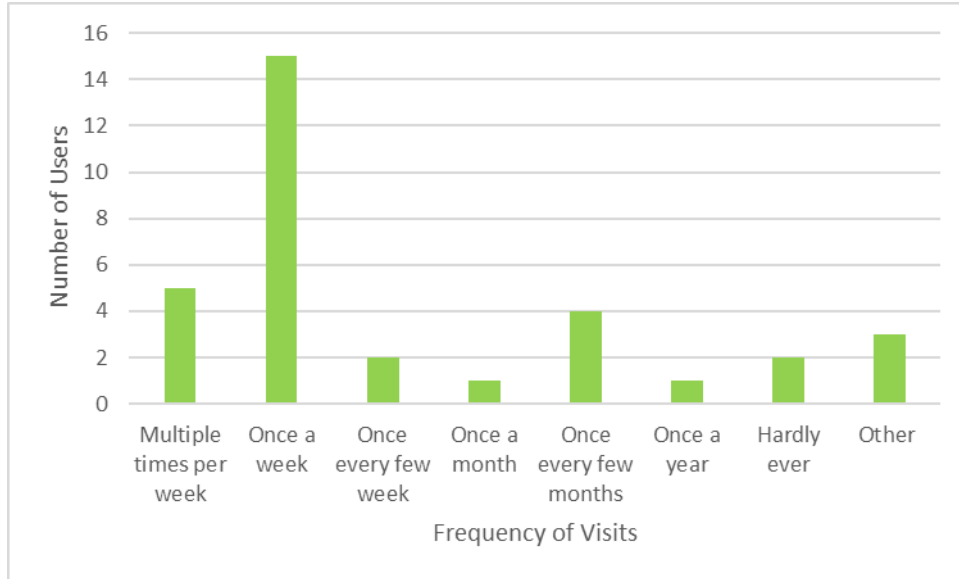


Figure 70. Surveyed Belsize Community Library's User Visitation Habits, n=33.

Figure 71 presents the data for the survey question “How did you discover the Belsize Community Library?” None of those surveyed indicated that they discovered the library through social media. Most discovered the Belsize Community Library through word of mouth (40%) or simply walking past (24%). 27% of respondents discovered the library through events at other organizations, which is shown in the “Other” category in Figure 71.

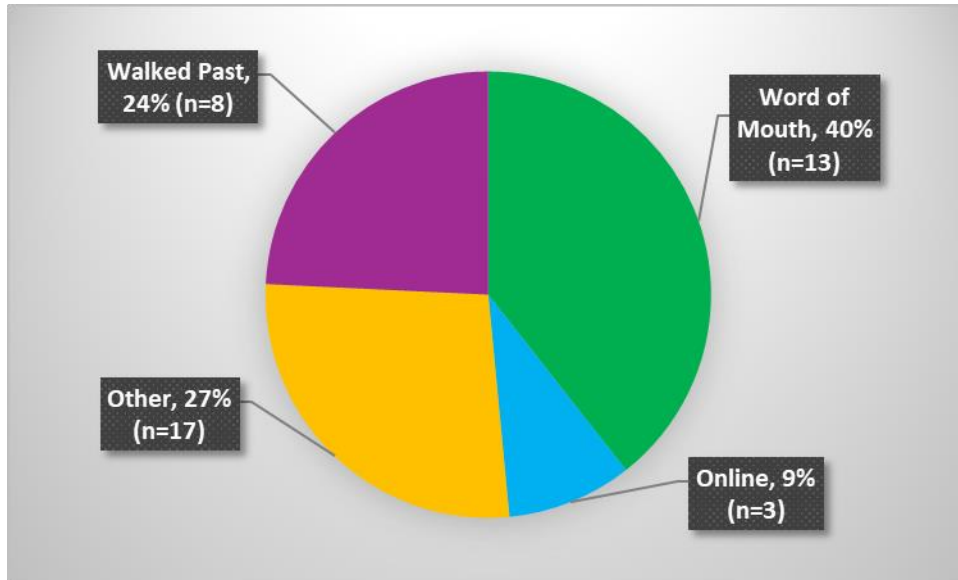


Figure 71. How Belsize Community Library's Users Found the Library, n=33.

Focusing on social media usage amongst those surveyed, the majority use Instagram (44%), followed by Facebook (31%), LinkedIn (19%), and X (6%) (Figure 72). Amongst those that use Instagram, 30% use Instagram stories every time they go on Instagram (Figure 73).

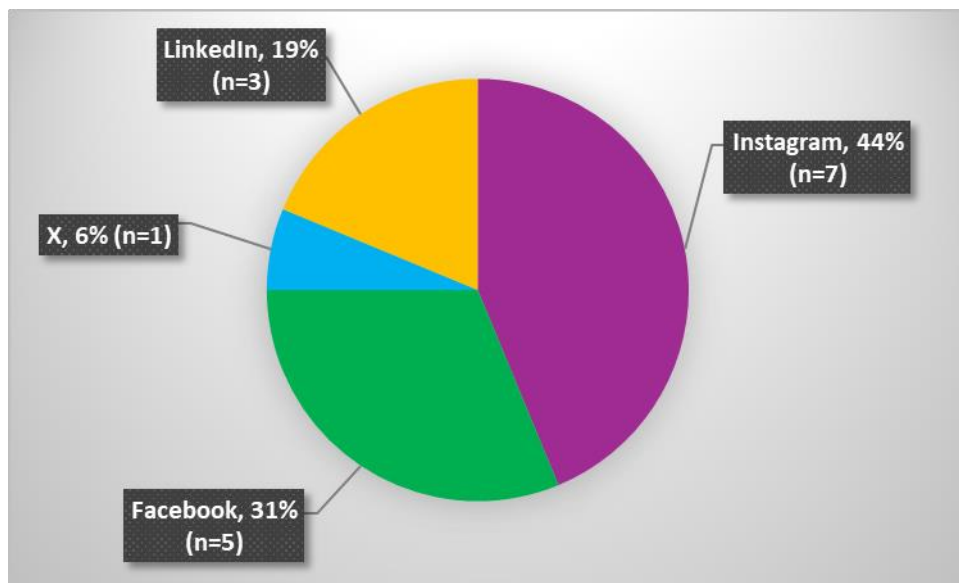


Figure 72. Social media the library's patrons use, n=16.

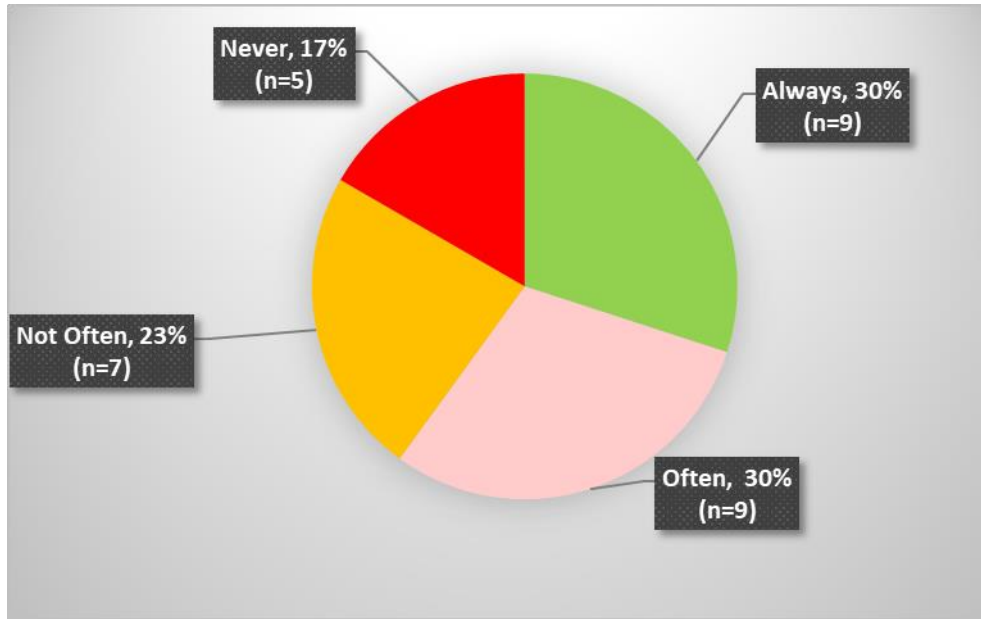


Figure 73. How often the library's patrons use Instagram stories, n=30.

50% of survey respondents do not follow any of the Belsize Community Library's social media pages. Those that do follow the library follow them on Instagram (41%) and Facebook (9%). Most respondents (44%) that don't follow the library on any social media cited not knowing the library had social media or that they just came into the library for the day as the reason for not doing so. Other reasons included the patrons not using social media (36%) and there being nothing useful on the library's pages (20%).

Respondents stated that they liked that the library posted about events, however they would like to see more content about these events in pictures and video formats. Some respondents also said that they would like to know about new books, relevant history, children's activities, holiday events, opening hours, and pricing for private rooms for hire.

## 5. Conclusions and Recommendations

In this section, we present conclusions on social media usage of target audiences and how effectively the Winch and the Belsize Community Library appeal to those audiences. Based on those conclusions, we make several recommendations about how the Winch and library can improve their social media strategies.

### 5.1 Conclusions

Community centers and community libraries are at the heart of a community and help residents through troubling times by providing them with needed services and caring staff members. However, since these organizations depend so much on donations and grants, many do not have the resources and staff needed to promote their services on social media effectively. The Winch and the Belsize Community Library share these struggles by only having one staff member dedicated to marketing the two organizations.

The Winch and the Belsize Community Library pride themselves on the motto, “Cradle to Community” and wants to prioritize reaching as many community members in Swiss Cottage Ward and Belsize Ward as possible. To achieve this goal the Winch and library wish to enhance and promote their social media to gain more beneficiaries, major donors, and library patrons. Throughout our research, we identified several strategies that the Winch and Belsize Community Library could employ to improve their social media following, number of likes, and their communication between themselves and beneficiaries, donors, and library patrons.

From our manual social media coding, we discovered that there were specific days of the week that garnered the most reactions per post on different social media platforms for community centers and community libraries. We also discovered that videos and photos, showing the impact of organizations and the services provided received the most reactions.

From interviews with community center staff members, we learned that regular consistent posting is the best way to increase engagement and that dividing work across multiple people increases creativity and the ability to post more frequently. Interviews with community library staff members taught us that libraries should use specific language based on target audiences and have found that they gain more reactions to posts when they post during weekday commuting hours.



We determined that major donors of the Winch and the Belsize Community Library do not use social media. Most do not believe that social media plays any part in their decision to donate to a charity. However, they would like to see more videos focused on the activities and programs at the Winch.

After surveying the parents of young children in the Play Time group at the Winch, we found that those surveyed do not follow the Winch on social media and many did not know the Winch even had social media. For those that do follow the Winch, they mainly follow them on Instagram and Facebook. The parents would like the Winch to post more photos of the children, staff, and activities.

Lastly, we found that patrons of the Belsize Community Library do not follow the library on social media. Those surveyed were most likely to use Instagram, Facebook, and LinkedIn. The majority of those that use Instagram use stories every time they go on Instagram or often when they go on Instagram. Patrons would like to see more posts about the library's events, using pictures and videos.

We concluded that the Winch and Belsize Community library can improve their following by promoting their social media by listing their platforms on all promotional material as well as doing targeted advertising online; improve their engagement by targeting posts towards specific audience profiles, posting during peak hours and days, and using short form social media types, such as Instagram stories. Improving the Winch's and Belsize Community Library's social media strategy revolves around showcasing their tremendous work through pictures and videos of staff, beneficiaries, and activities. While the priority is to bring in new donors, beneficiaries, and library users to these organizations, it is important to make sure that the current beneficiaries at the Winch do not feel used or alienated by this strategy, as they are the true heroes at the Winch and should be treated as such.

## 5.2 Recommendations

After collecting and analyzing our findings, we make several recommendations for the Winch and the Belsize Community Library that we believe will improve their social media strategies. We have divided these recommendations into three major categories: (i) improving follower counts across platforms, (ii) improving engagement across platforms, and (iii) staffing

capacity. Category (ii) was further divided into the following subcategories: audience profiles, post timing, and increased communication between organizations and followers.

These recommendations have a large variance in resource demands and therefore a large variance in the ease of implementation because of resource limitations. Nevertheless, we hope both the Winch and the Belsize Community Library find these recommendations to be helpful whether they are implemented immediately or serve as future aspirations.

### 5.2.1 Improving Follower Counts Across Platforms

The Winch and Belsize Community Library currently do not promote any of their social media platforms to major donors, beneficiaries, and library patrons. If the Winch and library wish to increase their number of followers on Instagram, Facebook, X, and LinkedIn, they must actively communicate that they have social media to these audiences. Accordingly, we recommend that the Winch and Belsize Community Library should:

1. Add their social media handles to any informational text sent out to beneficiaries, major donors, and library patrons. These would include, but are not limited to, newsletters, flyers, bookmarks, group text chains, and emails.
2. Purchase targeted advertisements on their social media platforms to reach new online audiences within their respective wards.
3. Link all their social media platforms together so followers of one platform can easily access the others.

### 5.2.2 Improving Engagement Across Platforms

One of the most important parts of the social media strategy that the Winch and the Belsize Community Library need to focus on is how they engage with their followers across all the platforms they operate. During our staff interviews patron surveys, we found a common request to try and engage more with followers across all the Winch's and the Belsize Library's social media pages. This engagement, as recommended to us by other community centers, must be deliberate. In this subsection we break down different ways in which the Winch and the Belsize Library could be more deliberate and strategic when trying to engage with their social media audiences.

### *5.2.2.1 Audience Profiles*

For the Winch and the Belsize Community Library to engage with their social media audiences deliberately and strategically they first need to know who their audiences are. We identified four primary audiences: parents, major donors, and youth for the Winch, and library patrons for the Belsize Community Library.

To increase parent engagement on social media, we recommend that the Winch and the Belsize Community Library:

1. Target parents by posting on Instagram and Facebook.
2. Post about their vision, their staff and their roles, and their services that are offered.
3. Create these posts using photographs and videos.

Based on donor insight and their inactivity on social media, and recommendations from other community centers, we recommend that the Winch should use means other than social media to identify and cultivate major donors.

Based on the findings from our informal conversations with the youth (aged 12-16), to increase the engagement of the youth participants on social media, we recommend that the Winch should:

1. Post on Instagram to target their youth.
2. Post more about their upcoming events.
3. Cater some of their posts to the youth by representing them on more content.
4. Consider reactivating their second account run by the youth team to reach more of their youth.

Based on the input from the library patrons, to increase the engagement of library patrons on social media, we recommend that the Belsize Community Library should:

1. Post more on Instagram and Facebook.
2. Use their social media to promote their upcoming events, post about the history of the library, and highlight books made available by the library.
3. Create these posts using photographs and videos.

### *5.2.2.2 Post Timing*

The Winch and the Belsize Community Library do not have a specific time of day or day of the week when they post. After analyzing the social media platforms of the Winch, Belsize Community Library, and the other community centers and libraries, and after interviewing staff at those respective organizations, we have found that sticking to a plan in which you post at a specific time and a specific day is better for increasing engagement on social media. We recommend that the Winch and the Belsize Community Library should:

1. Post during commuting hours and lunchtimes. Several organizations mentioned that they received more reactions to posts during these hours.
2. Post on Instagram on Sundays, and that the library posts on Wednesdays as well.
3. Post on Facebook on weekends and Wednesdays.
4. We also recommend that the Winch posts on X (formerly Twitter) on weekends and Fridays.
5. Finally, we recommend that the Belsize Community Library posts on X (formerly Twitter) on weekends and Thursdays.

### *5.2.2.3 Types of Posts by Platform*

In addition to abiding by the audience profiles and recommendations laid out in section 5.2.2.1, the team recommends a research-based approach to determine the content and posting methods on each social media platform.

Based on the data compiled by our team from the manual coding of the Winch, the Belsize Community Library, and other community center and libraries' social media posts, we can make recommendations on the content types and posting methods the Winch should use to maximize the number of reactions from their followers. To capitalize on this, we recommend the Winch should:

1. Post more on Instagram about how their services have impacted their community, the services they have to offer, and use Instagram to promote their events using photographs, videos, and infographics.
2. Post more on Facebook about events that have happened and their staff using photographs, videos, and digital designs.

3. Post more on X about how their services impact the community, activities and services that have passed, and how their organization champions diversity, equity, and inclusion using photographs and videos.
4. Post more on LinkedIn about their staff and activities and services that have passed using photographs and videos.

Based on the data compiled by our team from the manual coding of the Belsize Community Library and other community library's social media posts, we recommend that the Belsize Community Library should:

1. Post more on Instagram about their staff, the impact their services have on the community, and events after they have passed using photographs, videos, and images.
2. Post more on Facebook about their staff and the impact they have on their community using photographs and videos.
3. Post more on X about promoting their events using videos and infographics.

#### *5.2.2.4 Increased Communication Between Organizations and Followers*

The Winch and the Belsize Community Library do not currently communicate with their social media followers nor do their followers communicate with the organizations Accordingly, we recommend that the Winch and the Belsize Community Library should:

1. Communicate more effectively with their social media followers by using available feedback and engagement tools.
2. Use polls and questions features available on quick social media consumption methods like Instagram stories.
3. Use captions that encourage their followers to reply to their posts with their feedback.

#### **5.2.3 Staffing Capacity**

From our interviews of staff at the Winch, BCL, and other community centers and libraries, we found that these organizations all face severe staffing and resource constraints that limit their ability to enact more effective social media strategies.

Although the Winch and the Belsize Community are not alone with facing this obstacle, they can try to tackle it. JW3, a much larger community center, has a team of marketing officers that work on all their platforms from content creation to analytic research. JW3 staff emphasized the importance of having a team of employees that collaborate on social media strategy. Literature also supports the notion that organizations that want to build an effective social media strategy should encourage collaboration among their employees to encourage creativity and frequency in their social media posts (Ogbuji, 2016). General staff have also expressed interest in helping with social media for the Winch and the Belsize Community Library. Our final recommendation is to create a social media committee made up of various youth staff and Ms. Marcus to collaborate with social media content.

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## Appendix A: Demographical Analysis of Wards Served by the Winch

Camden itself is home to around 210,100 residents, as of 2021 (How life has changed, 2021). Swiss Cottage is the largest ward that The Winch serves, with 14,500 people as of 2019 (Swiss Cottage Ward Profile, 2020). Belsize is the second largest with a population of 14,000 (Belsize Ward Profile, 2020). Kilburn, Haverstock, and Primrose Hill have similar populations of around 13,600 people (Kilburn Ward Profile, 2020; Haverstock Ward Profile, 2020; Primrose Hill Ward Profile, 2020). Gospel Oak is the smallest ward with a population of around 8,700 people in 2015 (Gospel Oak Ward Profile, 2015). The average ward age is around 40 years old, but each ward also has many young adults and children. Most of the wards near the Winch have high population densities compared to the Camden average of 114 persons per hectare, with Kilburn ward at a high of 199 persons per hectare (Kilburn Ward Profile, 2020). These high population densities have had a negative impact on poverty rates in these areas.

Poverty in England is defined as when an equalized household income is below 60% of median household income in an area. For Camden, a household is in poverty if it makes less than £21,632 per year (Swiss Cottage Ward Profile, 2020). Figure A1 shows equalized median household income in Camden by ward. Evidently, the east and far west portions of the borough suffer lower household incomes than the more affluent areas of north central Camden, such as Hampstead Town, Highgate, and Belsize. Figure A2 shows a ‘blow up’ of the boroughs neighboring the Winch.

These low median income regions are impacted by lack of jobs for residents. In fact, across these wards there was a low of 0.2 jobs per capita of wage residents in Gospel Oak in 2015, compared to 2.11 jobs per capita average for the entire Camden borough (Gospel Oak Ward Profile, 2020). Also, as many as 25% of residents in these wards have little to no work qualifications (Gospel Oak Ward Profile, 2020). Adding to the stresses of finding employment in the area is the overwhelming lack of childcare services. For Swiss Cottage alone, there were only 0.05 childcare places per capita for children under the age of 5 in 2015 (Camden Neighborhood, 2015). This lack of available childcare has had a negative impact on the number of children registered for Early Years, which refers to the education and care a child receives, either from private or government funded childcare centers, between birth and 5 years old.

From poverty to lack of social services, children and young adults in Camden are greatly impacted by the deprivations present in their respective wards, with some areas ranking within 10% of the most deprived areas for children in England (Swiss Cottage Ward Profile, 2020). These areas can be seen in Figure A3 and A4.

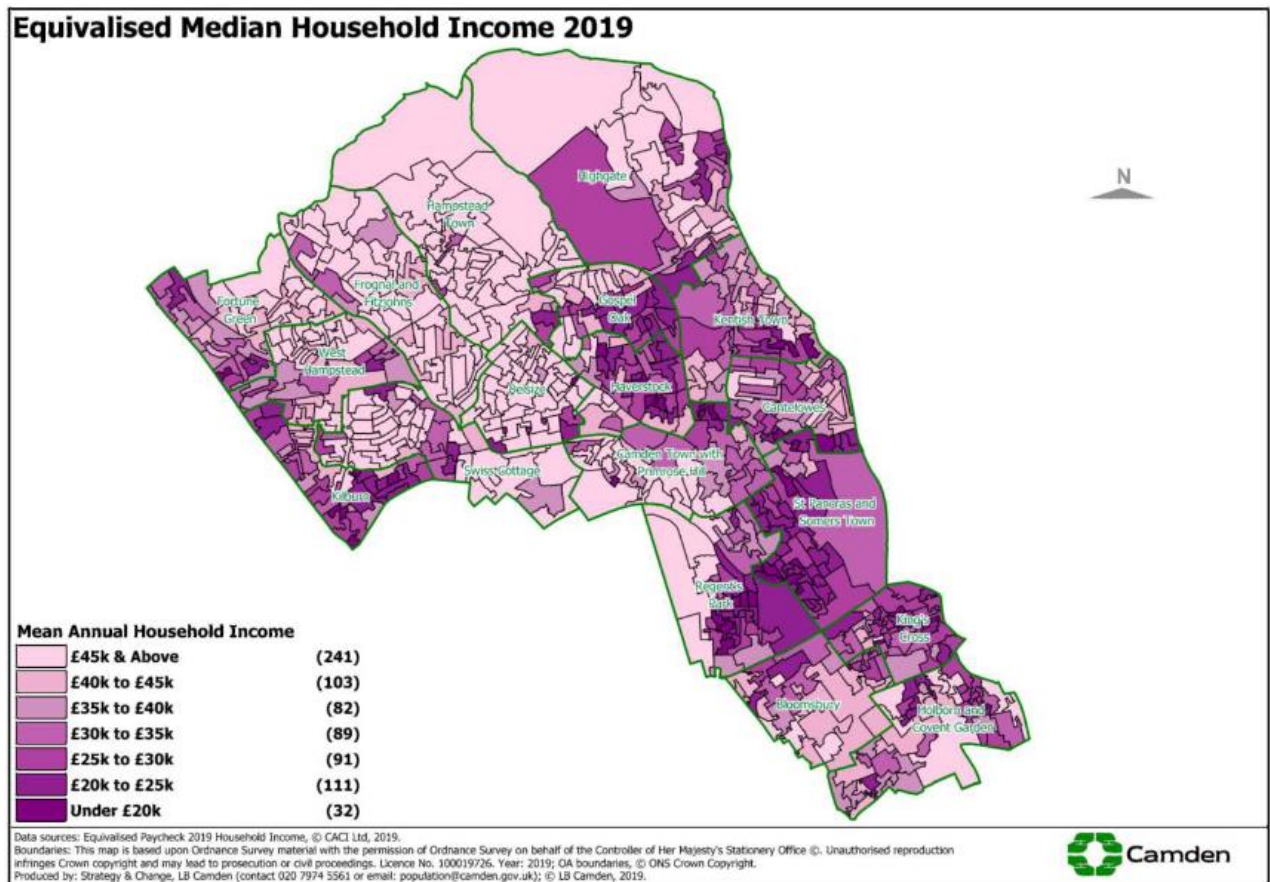


Figure A1. Equivalized Median Household Income for Camden 2019 (Swiss Cottage Ward Profile, 2020)

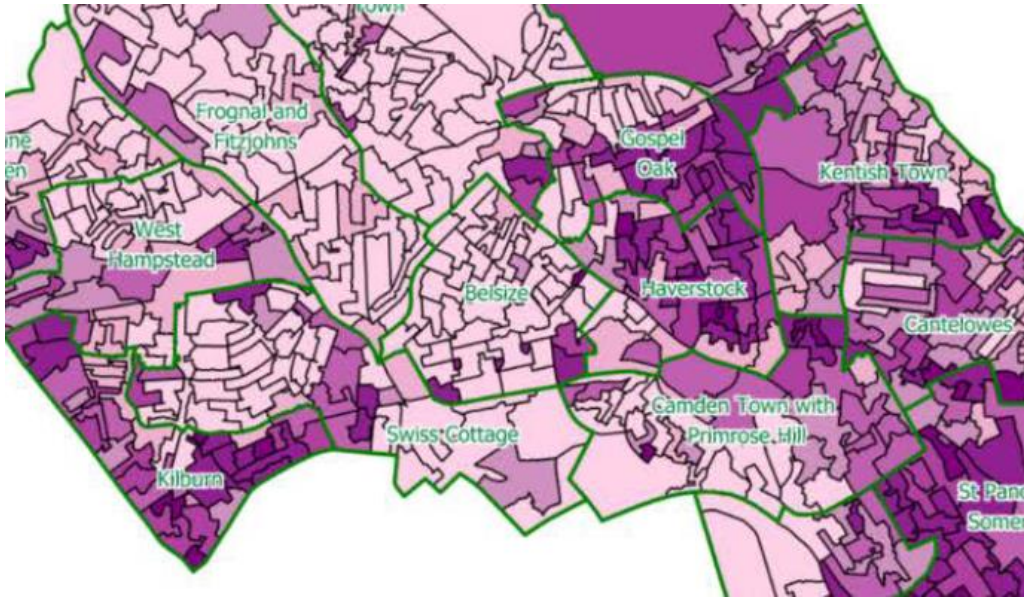


Figure A2. Equivalized Median Household Income for Camden Wards (Swiss Cottage Ward Profile, 2020)

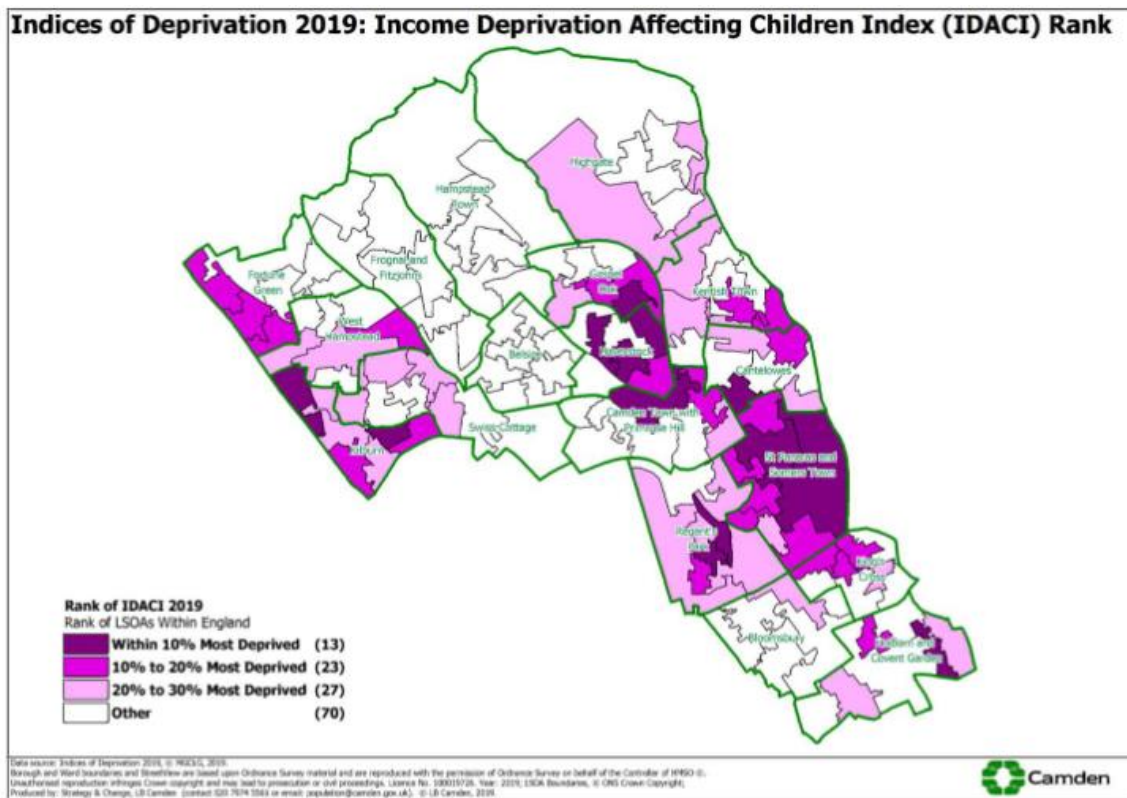


Figure A3. Income Deprivation Affecting Children Index in Camden (Swiss Cottage Ward Profile, 2020)

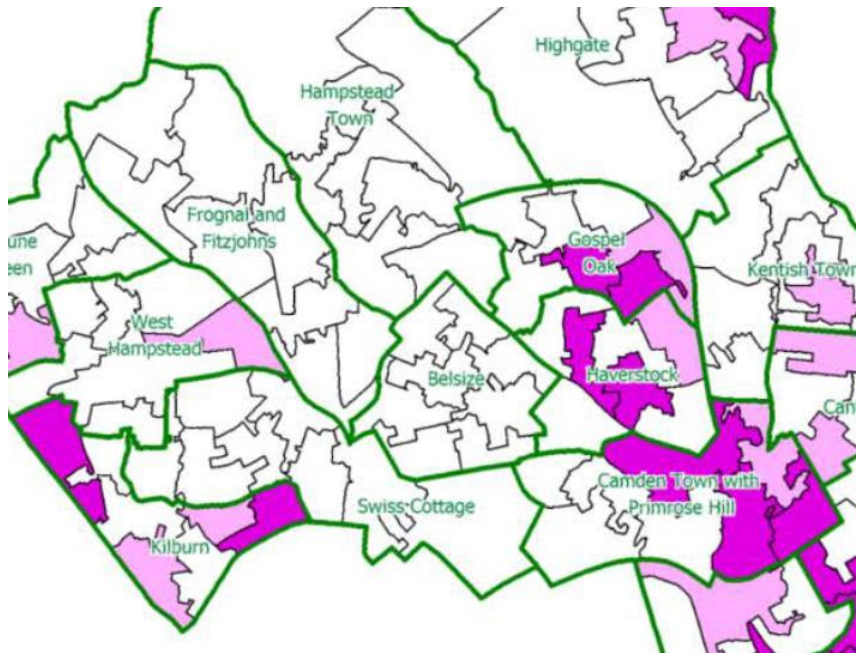
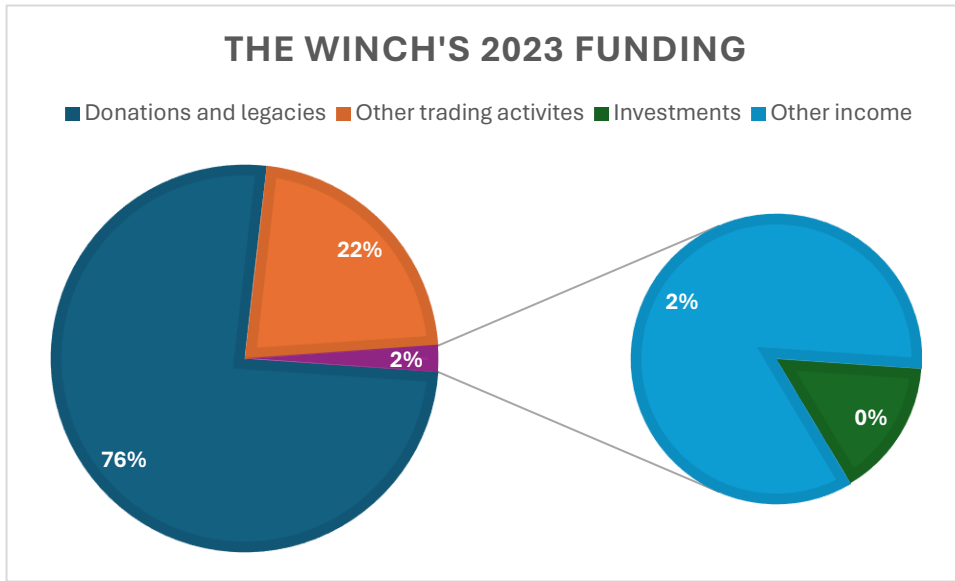


Figure A4. Income Deprivation Affecting Children Index in Camden Wards (Swiss Cottage Ward Profile, 2020)

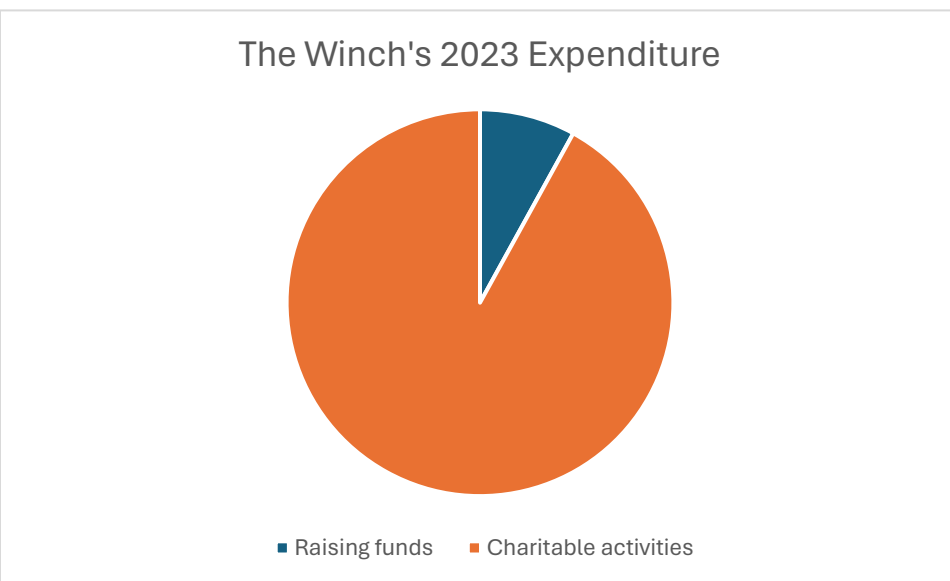
## Appendix B: Financial Analysis of the Winch

The Winch reports all its income and expenditures in an annual report to the government. Please refer to Figure B1 and Figure B2 for the income and expenditures breakdowns.



<b>Total Income</b>	<b>£981,585.00</b>
Donations and legacies	£743,496.00
Other trading activities	£217,015.00
Investments	£3,243.00
Other income	£17,831.00

Figure B1. The Winch's 2023 Income breakdown (The Winchester Project, 2022)



<b>Total expenditure</b>	<b>£993,586.00</b>
Raising funds	£79,635.00
Charitable activities	£913,951.00

Figure B2. The Winch's 2023 Expenditure breakdown (The Winchester Project, 2022)

From 2018 to 2022 the charity experienced dramatic change to their financial backing. After 2019, income from charitable activities, reported under trading activities, decreased and remained low into 2022. However, from the start of 2019 income from donations and legacies greatly increased, peaking in March 2021, which helped to raise the total income for the charity despite the loss of donations (The Winchester Project, 2022). These time periods align with the start and gradual end to the worldwide Covid-19 pandemic, which caused many people to lose their jobs and sense of security from March 2020 to throughout 2022. In response to the pandemic, the coronavirus Community Response Hub enabled the charity to invest £89k in direct support to the local community. This investment was reported in the income from donations and legacies (The Winch Annual, 2021). Some governmental sites reported that income from government grants and contracts remained constant throughout the entire 4-year period, and experienced little change due to the pandemic (The Winchester Project, 2022).<sup>4</sup>

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<sup>4</sup> Note that inconsistencies were found in the categorization of The Winch's income on government sites. Once the team receives updated financial data from The Winch the categories stated above may change

## Appendix C: Interview Script for Community Centers

*We are a group of students from Worcester Polytechnic Institute (WPI) in the U.S. conducting a research project in collaboration with the Winch and the Belsize Community Library to evaluate their social media practices.*

*We would be delighted if you would take 30 minutes to answer some questions about the current use of social media in your community center. Your participation in this interview is completely voluntary and you may stop at any time. We shall be taking notes during our conversation and may wish to quote you in our final report. We will also be happy to provide you with a copy of our report when it is completed. We thank you for your support in this research.*

***The personal data you choose to share with us will be stored securely and disposed of by July 2024 in accordance with the UK General Data Protection Regulation 2018.***

***WPI and the Winch would like to produce research reports and other outputs using the data we collect from our interview. With your permission, we would like to attribute quotes to you and would ask for your approval of quotes we use prior to publication. However, we can report your feedback anonymously if you prefer.***

*Before we start we want to ask for your permission to record this interview and if you have any questions before we begin. If you have any concerns or questions after the interview, you can contact us at [gr-lon\\_d24\\_winch@wpi.edu](mailto:gr-lon_d24_winch@wpi.edu) our sponsor, Tamsin Marcus, at [tamsin@thewinch.org](mailto:tamsin@thewinch.org), or our faculty advisors, Dominic Golding, at [golding@wpi.edu](mailto:golding@wpi.edu) and Bruce Bursten, at [bbursten@wpi.edu](mailto:bbursten@wpi.edu).*

Questions:

1. For how long have you been a [insert position title]?
2. Can you please describe your role?
3. What social media platforms does your organisation use most often?
4. How frequently does your organization post on these platforms?
5. How do you determine what items to post, where, when, and how often?
6. How do you generate content? For example, is there a specific day each week that is used to generate content for the following week?
7. Who is your target audience for your social media platforms?
8. Do you have different approaches for each audience you are trying to reach?
9. Who would you say are your target audience on social media?
10. Does [organization] have a social media strategy?
11. Have your strategies changed in recent years and especially since the pandemic? Why or why not?
12. Did you model your strategy around other community centers strategies? If so, which ones, and why?
13. Do you have any advice on how to increase a community center's presence on social media?
14. What strategies are effective?
15. Could you tell us about one of your more successful social media campaigns?



16. Have you found posting on social media to be effective in your fund-raising efforts?
17. If so, do you tailor your posts to appeal to different donors?

Conclusion:

Do you mind if we come back to you for clarifications or additional questions?

Can you recommend other community centers we might contact?

Do you have any final thoughts before we finish?

Thank you so much for taking the time to meet with us today.

## Appendix D: Interview Script for Staff Members with Social Media Responsibilities

*We are a group of students from Worcester Polytechnic Institute (WPI) conducting a research project in collaboration with the Winch and the Belsize Community Library to evaluate current social media practices used by the organisations and their performance.*

*We would be delighted if you would take 30 minutes to answer some questions about the current use of social media at the Winch and the Belsize Community Library. Your participation in this interview is completely voluntary and you may stop at any time. We shall be taking notes during our conversation and may wish to quote you in our final report. We will also be happy to provide you with a copy of our report when it is completed. Thank you for your support in this research.*

***The personal data you choose to share with us will be stored securely and disposed of by July 2024 in accordance with the UK General Data Protection Regulation 2018.***

***WPI and the Winch would like to produce research reports and other outputs using the data we collect from our interview. With your permission, we would like to attribute quotes to you and would ask for your approval of quotes we use prior to publication. However, we can report your feedback anonymously if you prefer.***

*Before we start we want to ask for your permission to record this interview and if you have any questions before we begin. If you have any concerns or questions after the interview, you can contact us at [gr-lon\\_d24\\_winch@wpi.edu](mailto:gr-lon_d24_winch@wpi.edu) our sponsor, Tamsin Marcus, at [tamsin@thewinch.org](mailto:tamsin@thewinch.org), or our faculty advisors, Dominic Golding, at [golding@wpi.edu](mailto:golding@wpi.edu) and Bruce Bursten, at [bbursten@wpi.edu](mailto:bbursten@wpi.edu).*

Questions:

1. How do you determine what content to post, where to post, how often to post, and what time of day to post?
2. Who are your target audiences?
3. Do you have different approaches for different target audiences?
4. Can you please describe the current social media strategy of [insert organisation name]?
5. Can you please describe how this strategy has changed, if at all, over the past few years?
6. What was the main reason behind this change of strategy?
7. Through this change, what strategy proved to be more effective?
8. Do you think posting on social media is helpful in terms of securing funding?
9. What types of posts appeal to different donors?
10. What do you believe to be the biggest accomplishments and challenges of the current social media strategy?
11. What are some of the barriers that are preventing [insert organisation name] from implementing a better social media strategy?
12. If you had no barriers in your way, what would you change about the current social media strategy?

Conclusion:

Do you have any final thoughts you would like to share before we finish?

Thank you so much for letting us interview you today, we appreciate that you have taken time out of your busy schedule, and we can't wait to work with you throughout the coming weeks.

## Appendix E: Interview Script for General Staff Members

*We are a group of students from Worcester Polytechnic Institute (WPI) conducting a research project in collaboration with the Winch and the Belsize Community Library to evaluate current social media practices used by the organisations and their performance.*

*We would be delighted if you would take 30 minutes to answer some questions about the current use of social media at the Winch and the Belsize Community Library. Your participation in this interview is completely voluntary and you may stop at any time. We shall be taking notes during our conversation and may wish to quote you in our final report. We will also be happy to provide you with a copy of our report when it is completed. Thank you for your support in this research.*

***The personal data you choose to share with us will be stored securely and disposed of by July 2024 in accordance with the UK General Data Protection Regulation 2018.***

***WPI and the Winch would like to produce research reports and other outputs using the data we collect from our interview. With your permission, we would like to attribute quotes to you and would ask for your approval of quotes we use prior to publication. However, we can report your feedback anonymously if you prefer.***

*Before we start we want to ask for your permission to record this interview and if you have any questions before we begin. If you have any concerns or questions after the interview, you can contact us at [gr-lon\\_d24\\_winch@wpi.edu](mailto:gr-lon_d24_winch@wpi.edu) our sponsor, Tamsin Marcus, at [tamsin@thewinch.org](mailto:tamsin@thewinch.org), or our faculty advisors, Dominic Golding, at [golding@wpi.edu](mailto:golding@wpi.edu) and Bruce Bursten, at [bbursten@wpi.edu](mailto:bbursten@wpi.edu).*

Questions:

1. How long have you been a [insert position title] for?
2. Can you please describe what your position entails on a day-to-day basis?
3. Do you follow, post or repost content about [insert organisation name] on any social media platforms, and if so which ones?
4. What is your overall opinion of [insert organisation name] social media? That is, do you find it engaging, informative, etc.?
5. Do you believe that these platforms effectively reflect all that [insert organisation name] offers to the community?
6. Do you think [insert organisation name] current social media strategy successful? Why/why not?
7. What should [insert organisation name] be trying to do through social media?
8. What audience should they target? How?
9. What could they do to increase traffic and engagement on social media?

Conclusion:

Do you have any final thoughts you would like to share before we finish?

Thank you so much for letting us interview you today, we really appreciate that you have taken time out of your busy schedule to help us with our project.

## Appendix F: Interview Script for Major Donors

*We are a group of students from Worcester Polytechnic Institute (WPI) conducting a research project in collaboration with the Winch and the Belsize Community Library to evaluate current social media practices used by the organisation.*

*We would be delighted if you would take 30 minutes to answer some questions about the current use of social media from the Winch and the Belsize Community Library. Your participation in this interview is completely voluntary and you may stop at any time. We shall be taking notes during our conversation and may wish to quote you in our final report. We will also be happy to provide you with a copy of our report when it is completed. Thank you for your support in this research.*

***The personal data you choose to share with us will be stored securely and disposed of by July 2024 in accordance with the UK General Data Protection Regulation 2018.***

***WPI and the Winch would like to produce research reports and other outputs using the data we collect from our interview. With your permission, we would like to attribute quotes to you and would ask for your approval of quotes we use prior to publication. However, we can report your feedback anonymously if you prefer.***

*Before we start we want to ask for your permission to record this interview and if you have any questions before we begin. If you have any concerns or questions after the interview, you can contact us at [gr-lon\\_d24\\_winch@wpi.edu](mailto:gr-lon_d24_winch@wpi.edu) our sponsor, Tamsin Marcus, at [tamsin@thewinch.org](mailto:tamsin@thewinch.org), or our faculty advisors, Dominic Golding, at [golding@wpi.edu](mailto:golding@wpi.edu) and Bruce Bursten, at [bbursten@wpi.edu](mailto:bbursten@wpi.edu).*

### Questions:

1. How long have you, or your organisation, been supporting the Winch?
2. Do you know what motivated you, or your organisation, to donate to the Winch initially?
3. Do you use social media? If so, what social media platforms do you use?
4. Do you follow the Winch on any of their social media platforms?
5. If so, from a supporter's perspective, what you do like and dislike about the Winch's current social media? What might the Winch do better on social media to meet your information needs and appeal to other potential supporters?
6. Do you follow the social media of other organisations that you support?
7. Do those social media approaches differ from those at the Winch? If so, how?
8. Does social media play any part in your decision about which organisation or organisations to support?
9. Are there particular types of content that motivate you to want to support an organisation you are not already supporting?

Conclusion:

Do you mind if we get back to you for clarifications or additional questions?

Do you have any concluding thoughts you would like to share before we finish?

Thank you so much for letting us interview you today, we really appreciate that you have taken time out of your busy schedule to help us with our project.

## Appendix G: Survey for Major Donors

Thank you for taking your time to participate in our survey. The purpose of this survey is to gain insight into the opinions of the donors of The Winch and what their general thoughts about the community center are.

Thank you for taking your time to participate in our survey. The purpose of this survey is to gain insight into the opinions of the donors of The Winch and what their general thoughts about the community center are.

***The personal data you choose to share with us will be stored securely and disposed of by July 2024 in accordance with the UK General Data Protection Regulation 2018.***

***WPI and the Winch will produce research reports and other outputs using the data we collect from the survey. All data will be reported anonymously.***

- Results of this survey will be kept confidential and will not be attributed to you in any way.
- Results of this survey will only be released in an aggregate and with no personal identifying information.
- There will be an optional section at the end of the survey to leave an email address if you are willing to be contacted further about this topic.
- Your email address will not be shared with any outside group, individual, or organisation, and will not be used in any capacity other than contacting you further about this study.
- Participation in the research is voluntary.
- Participants may end their participation at any time.
- Participants need not answer every question in the survey.

Questions:

1. How long have you, or your organisation, been supporting the Winch?
2. Do you know what motivated you, or your organisation, to donate to the Winch initially?
3. Do you use social media? If so, what social media platforms do you use?
4. Do you follow the Winch on any of their social media platforms?
5. If so, from a supporter's perspective, what you do like and dislike about the Winch's current social media? What might the Winch do better on social media to meet your information needs and appeal to other potential supporters?
6. Do you follow the social media of other organisations that you support?
7. Do those social media approaches differ from those at the Winch? If so, how?
8. Does social media play any part in your decision about which organisation or organisations to support?
9. Are there particular types of content that motivate you to want to support an organisation you are not already supporting?



## Appendix H: Survey for Users of the Belsize Community Library

Thank you for taking your time to participate in our survey. The purpose of this survey is to gain insight into the opinions of current users of The Belsize Community Library regarding the library's current social media practices.

***The personal data you choose to share with us will be stored securely and disposed of by July 2024 in accordance with the UK General Data Protection Regulation 2018.***

***WPI and the Winch will produce research reports and other outputs using the data we collect from the survey. All data will be reported anonymously.***

- Results of this survey will be kept confidential and will not be attributed to you in any way.
- Results of this survey will only be released in an aggregate and with no personal identifying information.
- There will be an optional section at the end of the survey to leave an email address if you are willing to be contacted further about this topic.
- Your email address will not be shared with any outside group, individual, or organisation, and will not be used in any capacity other than contacting you further about this study.
- Participation in the research is voluntary.
- Participants may end their participation at any time.
- Participants need not answer every question in the survey.

Questions:

We are asking these questions to understand more about the profile of Belsize Library users. Please select 'prefer not to answer' if you would like to skip any questions in this section.

1. In what year were you born? (If younger than 16 years old, survey will end here)  
(Prefer not to answer)
2. What is your post code?
3. How long have you been using the Belsize Community Library?
  - a. Less than one year
  - b. 1-3 years
  - c. >3 years
4. How often do you visit the library?
  - a. Multiple times per week
  - b. Once a week
  - c. Once every few weeks
  - d. Once a month
  - e. Once every few months
  - f. Once a year
  - g. Hardly ever
  - h. Other (please specify below): \_\_\_\_\_
5. How did you first find out about The Belsize Community Library?

- a. Social Media
  - b. Word of Mouth
  - c. Online
  - d. Other (please specify below): \_\_\_\_\_
6. If you answered 'social media' to the question above, please specify which social media platform you discovered the library on.
- a. Instagram
  - b. Facebook
  - c. X (Formerly Twitter)
  - d. LinkedIn
  - e. I don't remember
  - f. Other (please specify below): \_\_\_\_\_
7. Please select all the following library's social media pages that you currently follow.
- a. Instagram
  - b. Facebook
  - c. X (Formerly Twitter)
  - d. LinkedIn
  - e. None of the above
8. If you do not follow the library on social media, please indicate why.
- a. I do not use social media
  - b. Nothing useful
  - c. Other (please specify below): \_\_\_\_\_
9. If you follow the library on just one social media platform please explain why.
10. If you follow the library on one or more social media platforms, what do you like about their posts and content?
11. If you follow the library on social media, what do you dislike about their posts and content?
12. If you don't follow the library on social media, what could the library do to entice you to follow them?
13. How frequently do you use Instagram stories?
- a. Every time I use Instagram
  - b. Very often
  - c. Often
  - d. Occasionally
  - e. Not often
  - f. Never
14. Please enter your email below if you would like to be subscribed to the Belsize Community Library's newsletter.

Your response has been recorded. Thank you for your participation in The Belsize Community Library survey regarding social media engagement amongst library users.

## Appendix I: Survey for Parents of The Winch

Thank you for taking your time to participate in our survey. The purpose of this survey is to gain insight into the opinions of the parents of The Winch and what their general thoughts about the community center are.

***The personal data you choose to share with us will be stored securely and disposed of by July 2024 in accordance with the UK General Data Protection Regulation 2018.***

***WPI and the Winch will produce research reports and other outputs using the data we collect from the survey. All data will be reported anonymously.***

- Results of this survey will be kept confidential and will not be attributed to you in any way.
- Results of this survey will only be released in an aggregate and with no personal identifying information.
- There will be an optional section at the end of the survey to leave an email address if you are willing to be contacted further about this topic.
- Your email address will not be shared with any outside group, individual, or organisation, and will not be used in any capacity other than contacting you further about this study.
- Participation in the research is voluntary.
- Participants may end their participation at any time.
- Participants need not answer every question in the survey.

Questions:

1. How did you originally find out about The Winch?
  - a. Social Media
  - b. Word of Mouth
  - c. Online
  - d. Other (please specify below): \_\_\_\_\_
2. If you answered 'social media' to the question above, please specify on which social media platform you discovered the Winch.
  - a. Instagram
  - b. Facebook
  - c. X (Formerly Twitter)
  - d. LinkedIn
  - e. I don't remember
  - f. Other (please specify below): \_\_\_\_\_
3. Please select all the following The Winch's social media pages that you currently follow.
  - a. Instagram
  - b. Facebook
  - c. X (Formerly Twitter)
  - d. LinkedIn
  - e. None of the above

4. If you follow the Winch on social media, can you remember any content that stood out to you? If so, please describe the type of content below.
5. If you don't follow the Winch on social media, is there anything that the Winch could do to entice you to follow them?
6. If you would be willing to participate in a short (5 minute) follow-up interview, please leave your email below. Your email will be collected and recorded separately from your responses above so they remain anonymous. All contact information will be destroyed by July 2024, as per GDPR

Your response has been recorded. Thank you for your participation in this survey for The Winch.

*Appendix J: Front Desk Survey for Library Members*

Thank you for taking your time to participate in our survey. The purpose of this survey is to gain insight into the opinions of current users of The Belsize Community Library regarding the library's current social media practices.

***The personal data you choose to share with us will be stored securely and disposed of by July 2024 in accordance with the UK General Data Protection Regulation 2018.***

***WPI and the Winch will produce research reports and other outputs using the data we collect from the survey. All data will be reported anonymously.***

- Results of this survey will be kept confidential and will not be attributed to you in any way.
- Results of this survey will only be released in an aggregate and with no personal identifying information.
- There will be an optional section at the end of the survey to leave an email address if you are willing to be contacted further about this topic.
- Your email address will not be shared with any outside group, individual, or organisation, and will not be used in any capacity other than contacting you further about this study.
- Participation in the research is voluntary.
- Participants may end their participation at any time.
- Participants need not answer every question in the survey.

Questions:

1. What social media do you use? (Please check all that apply)

- Instagram
- Facebook
- X (Formerly Twitter)
- LinkedIn
- I don't remember
- Other (Please specify below):

2. Do you follow the Belsize Community Library on their social media platforms?

- Yes
- No

3. If yes, what social media platforms do you follow the Belsize Community Library on? (Please check all that apply)

- Instagram
- Facebook
- X (Formerly Twitter)
- LinkedIn
- I don't remember
- Other (Please specify below):

4. What types of content would you want from a library on social media? (Please specify below)