

A Plan to Improve the Internet Presence of Commonside Community Development Trust



By

McKenzie Brunelle

Juan Pablo de Lima

Thomas Fong

Dominic Redding

A Plan to Improve the Internet Presence of
Commonside Community Development Trust

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by
McKenzie Brunelle
Juan Pablo de Lima
Thomas Fong
Dominic Redding

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Naomi Martin
Commonside Community Development Trust

Professors Adrienne Hall-Phillips and Joshua Rosenstock
Worcester Polytechnic Institute

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Abstract

Commonside Community Development Trust (CCDT) is a nonprofit organisation based in the Borough of Merton in London that has been experiencing financial and staffing constraints in recent years. The goal of this project was to give recommendations on how CCDT can improve its Internet presence to attract the attention of more sponsors and community members. This was achieved by analysing the initial state of CCDT's Internet presence, surveying community members, launching social media campaigns, and creating a guidebook for CCDT staff members. The results of this project showed that our work will increase CCDT's Internet presence which will lead to more financial and physical support from corporate sponsors and community members.

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Lastly, thank you to the community members who welcomed us and helped make our time working with Commonside even more enjoyable.

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Executive Summary

Social media is an easy and free tool for nonprofit organisations to reach out to their community. Research has shown that a majority of residents in the United Kingdom use some form of social media, with Facebook being the most popular. Commonsense Community Development Trust (CCDT) is a nonprofit organisation that serves the Borough of Merton in South London and manages the New Horizon Centre in Pollards Hill. Recently, CCDT has been struggling with financial constraints in addition to having a small staff that tackles a great deal of work. CCDT relies on corporate sponsors for funding and for building partnerships. CCDT is heavily dependent on volunteers, most of which are local community members, to help run day to day operations. The goal of our project was to give recommendations for CCDT to improve its Internet presence to attract sponsors and community members.

We organised our project into four main objectives that would accomplish the goal of our project. These objectives were:

1. Determine the state of CCDT's initial social media
2. Identify effective and relevant social media marketing strategies
3. Prototype potential future social media strategies
4. Recommend future social media strategies for CCDT

To accomplish these objectives, we first analysed the social media strategies of other nonprofit organisations for a basis of comparison. Then we used an assortment of analytics tools to learn about CCDT's initial Internet presence. To learn how CCDT maintains its Internet presence we interviewed the social media managers. We conducted three different surveys to learn about the effectiveness of CCDT's social networking in the community and how that networking could be improved.

With the available analytics tools, we analysed CCDT's website, Facebook page, Twitter page, and Instagram page before we arrived to see what was working and not working well. We looked at every post from 26 October 2016 to March 2017 on each social media platform to see what type of content was included, number of user interactions, hashtags used, and additional media, such as images or links, included with each post. The website was analysed to see what was posted, how frequently it was updated, and how user friendly it was.

In addition to analysing CCDT's social media accounts and website, we interviewed all the staff responsible for managing all of the social media accounts individually. The director of CCDT, Naomi Martin, was responsible for the Twitter page, Cheryl Giddy maintained the Instagram page, Lorraine Thorn handled the Facebook page, and Shari Holder contributed to the website and Facebook page. We wanted to determine whether there was any set strategy for posting, such as what to post and when to post. Communication between the social media managers was another aspect we were looking for.

From our interviews and analysis, we noticed some similarities across all the social media platforms and website. We noticed that there was no uniform strategy and communication between social media managers. As a result of this lack of strategy there was no uniform identity for CCDT's Internet presence. Some of the social media managers agreed that there should be more unification between the social media accounts in addition to more communication. Our biggest finding from our interviews was that even though each social media manager did not post the same content, they all tried to promote the services at the New Horizon Centre and CCDT as an entity. The analytics tools and our observations also confirmed some of the findings from our interviews. We noticed that each of the social media managers posted at different times and different types of content, but most posts promoted CCDT and the New Horizon Centre.

In addition to research and analysis, we surveyed members of the Merton community to determine how CCDT should conduct its future social media. Our first survey of community members analyzed if they use Internet, if they use social media, and their perception of CCDT's social media. This survey was mainly done in person, with some responses from a link on social media posts. We went around the New Horizon Centre and the Pollards Hills Library with an iPad asking people to fill out our survey. Our second survey asked community members what social media platforms they use. Participants wrote down their response on a slip of a paper and placed it in a box.

During the first few weeks of our project we decided to launch two social media campaigns for CCDT. One of these campaigns centered around community contribution and focused on how CCDT serves its community and how community members can volunteer to help out. The other campaign was based around a previously scheduled concert at the New Horizon Centre, a performance by The Candy Girls. Also during this time, strategized and planned our posts for CCDT's social media accounts and website. We developed a calendar of what to post on each day.

To help boost uniformity among CCDT's website and social media accounts we created a guidebook that would help CCDT for the future. The guidebook consists of social media strategy recommendations, a how-to user guide, and lessons learned from our campaigns. It contained information on what social networking is and why it is important, a list of resources for staff members to utilize, the right target audiences for CCDT, and good social media strategies. We trained each of CCDT's social media managers to make sure they understood the guidebook and would be able to successfully run their respective platform.

Along with creating the guidebook we came up with three future options for CCDT's website. The first option consists of improving CCDT's current website as much as possible without structural changes. This would mean adding links to its social media platforms, updating content on the Home, Partners and Staff pages, updating the media throughout the website, and adding a Blog page, which would be updated often. The second and third options would consist of updating everything: content, media, a new Blog page, restructuring or reorganizing the pages, and changing the theme. The major difference between the last two options is that the third option would come with an additional cost, as the proposed theme is not free.

From our project, we gathered enough information to be able to recommend which social media strategies CCDT should use moving forward. Since most community members use Facebook, we recommend CCDT focus on that platform. In addition, we recommend posting regularly, including media with posts, and linking between social media and the website. With a guidebook to help CCDT social media managers follow these recommended social media strategies and a plan for a refreshed website, we believe CCDT will now have the tools it needs to have a successful Internet presence.

1. Introduction

In order for nonprofit organisations to thrive and provide services to their full potential, they must spread information about their mission, programmes, and events. In recent years, social media has been identified as a highly effective method for nonprofit organisations to engage and communicate with the communities they serve (Paulin et. al, 2014). In the United Kingdom, 56% of the population has a profile on a social networking site, making social media a particularly useful tool for UK nonprofits (eMarketer, 2017).

Commonside Community Development Trust (CCDT) is a nonprofit organisation that serves the London Borough of Merton. Its mission is “to create a better future for ourselves, our families and our communities” (Commonside). In order to fulfill this mission, CCDT must get community members involved in its events and programmes. To get enough funding to provide those events, CCDT depends on donations and corporate partnerships. However, CCDT is currently struggling with financial constraints and a small staff of only 19 members to tackle a huge amount of work. CCDT also relies heavily on volunteers to provide its services. In addition, CCDT relies on funds from previous years to make up for any short falls.

Prior to this project, CCDT had established a Facebook Page, Twitter account, Instagram account, and a website. Each of these platforms was being controlled by a separate group of people with a disconnect between content. CCDT’s Twitter account did appear to have a sizable network. However, upon further investigation, many of these users were other nonprofit organisations, rather than the community members or sponsors CCDT should engage with. On the other hand, the Facebook page had a handful of followers with minimal engagement of any kind. Previously in 2006 a WPI IQP team assisted CCDT in developing a website, but this website was in need of support, since it was outdated and cumbersome to use (Bailey, Legrere, & Warrington, 2006). In addition, since this time, little evaluation and research had been done regarding CCDT’s Internet presence. While there is information regarding social media use by nonprofit organizations, this is an ever-changing field where additional research is always necessary.

As a nonprofit dependent on its corporate sponsors, CCDT stays in close contact with these partners, such as Root7 who is a drinkware supplier. Some of the feedback that CCDT received was that they need to put a greater emphasis on its social media and Internet presence. Reaching more community members can help CCDT recruit more volunteers to help run projects

and spread its name. CCDT was in need of a clear uniform message on its social networking accounts that can be easily shared with potential and existing partners (Martin, 2016). For this reason, CCDT requested a team of students to evaluate its Internet presence, provide a new social networking strategy, and help develop a blog and videos.

The goal for our project was to evaluate CCDT's Internet presence and provide CCDT with recommendations for improvement. In order to complete this goal, we developed four objectives. First, we determined the state of CCDT's social media. Second, we identified effective social media strategies. Next, we prototyped future potential social media strategies. Finally, we prepared Commonsense to handle its own social media by educating social media managers. In order to accomplish these objectives, we interviewed staff members in charge of handling the social media accounts. We also used analytics tools to analyse all CCDT social media accounts and website. In addition, we surveyed various members of the community that CCDT serves, particularly the visitors at CCDT's New Horizon Centre.

2. Background

This chapter will explain what social media is and its significance both as a whole and with respect to nonprofit organisations. This chapter will discuss how the effectiveness of social media is measured. Lastly this chapter will explain, the Borough of Merton which Commonsense Community Development Trust (CCDT) serves, who CCDT is and its Internet presence.

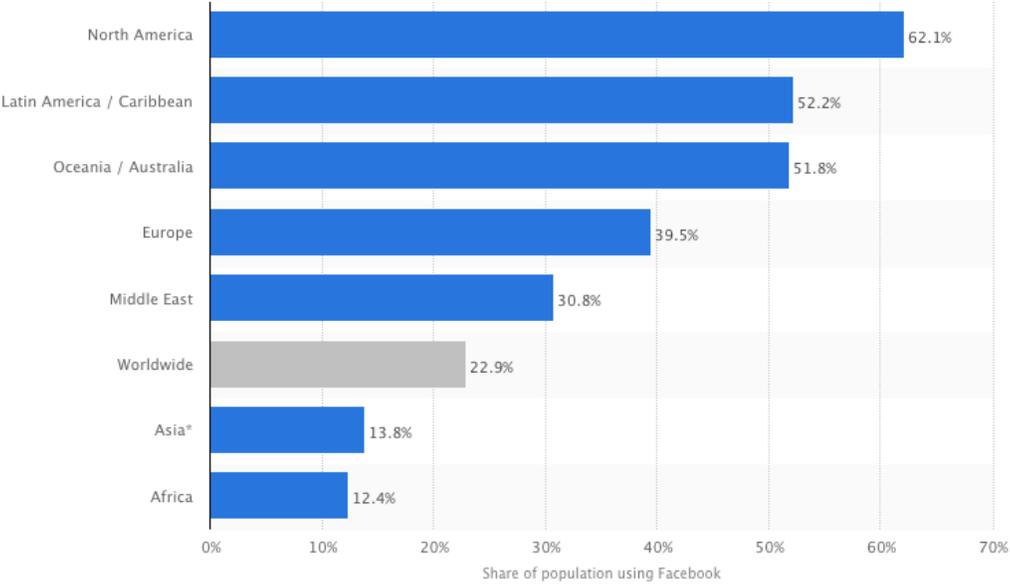
2.1 What is Social Media and Why Does It Matter?

Social media are computer-mediated technologies that allow the sharing of information and other forms of expression via virtual communities and networks (Obar, 2015). They consist of a variety of user-generated or company-generated content, such as photos or videos, that is shared within a network of selected profiles (belonging to either an individual, a group, or any kind of entity), called a *social network*. In recent years, with the numerous features that have been added to the different social networks, social media has gained increased attention and hence, importance.

With all of the technologies that have been developed, social media has become an essential part of many people's lives. Worldwide, 22% of the population had a Facebook profile

by 2016, and in half of the world’s continents (not counting Antarctica) more than half of the population uses Facebook (Internet World Stats, 2016), as seen in Figure 1. In the United Kingdom 36.4 million people have active social media profiles, which is roughly 56% of its population (eMarketer, 2017). More specifically, 71% of the social media users in the United Kingdom are reached by Facebook, while YouTube, Twitter and Instagram reach 65%, 22% and 22% respectively (Ipsos, 2016). Because of this increasing popularity, numerous firms and organisations have been using an effective strategy called *social media marketing* to gain attention. It refers to the process of using social media platforms or websites to promote a product or service (Rauschnabel, 2016). Due to the fact that posting to social media is typically free of charge, millions of companies and individuals have joined. In fact, in the fourth quarter of 2016 there were 1.86 billion active profiles in Facebook (Statista, 2017). Due to the large number of profiles, any post from a not-so-large entity will be ignored if it does not contain valuable content.

Figure 1: Percentage of Global Population using Facebook as of June 2016, by Region



(Internet World Stats, 2016)

Fortunately, there are several techniques used in social media marketing such as producing content of quality, targeting a specific audience and utilizing the law of influence. One

important technique is analyzing the relationship between quantity and quality. Quality should always be prioritized, and although quantity is also important, exceeding it can be a mistake. It's better to have 'followers that stay' and engage with your company or organisation than to have several followers that either disappear or don't really pay attention to the content published. So, to keep followers you want to post engaging content. For this purpose, there is a fine line between posting enough and posting too much (Wolfe, 2016). In order to achieve quality in posts one must create visual content, such as pictures. On average, humans will remember 65% of information they attain from a picture three days later (Stenberg, 2006).

Another important technique is targeting a specific audience which is more likely to be influenced. One way to target a specific audience would be to post content that only people in a certain age-range would be interested in reading. The main advantage of this approach is being able to have age-specific or targeted content, which targets less people overall, but increases the effectiveness of the content (Siriwardana, 2014). Another, more contemporary way is *hyper-targeting*, which involves saving public user data and using it to determine which type of content such users would be interested in seeing (Shih, 2011). An example of this is how Amazon is linked with Facebook: after a user searches for a product, ads will show up in the Facebook news feed showing anything related to such product. Although targeting can be a really effective way of promoting a product, service, or idea, it also comes with some disadvantages. For example, having a limited audience, as "excessive granular content could result in a limited reach" (Siriwardana, 2014, p. 4). By targeting, it's highly unlikely to reach potential customers outside of the targeted audience. Additional disadvantages (mostly for hyper-targeting), include privacy concerns, as content may appear invasive (Siriwardana, 2014). Public user information may be used for advertising purposes, and some social media users may feel uncomfortable or panicked because of this.

Another important technique is the law of influence, which involves knowing which audiences are influencers in the desired market and communicating with them to expand your network (Gunelius, 2017). An example of this is Nike's "#MakeItCount" campaign in 2011, in which they reached out to popular YouTubers to create a series of videos promoting Nike's campaign. There was an 18% increase in Nike's revenue that year, and it was mostly because the company knew how to identify potential influencers and make good use of them. An advantage of the law of influence is that it is beneficial for both parties. In other words, in the

aforementioned campaign, it was not only Nike who gained an improved revenue, but the YouTubers who gained increased recognition and subscribers (Sarsha, 2013).

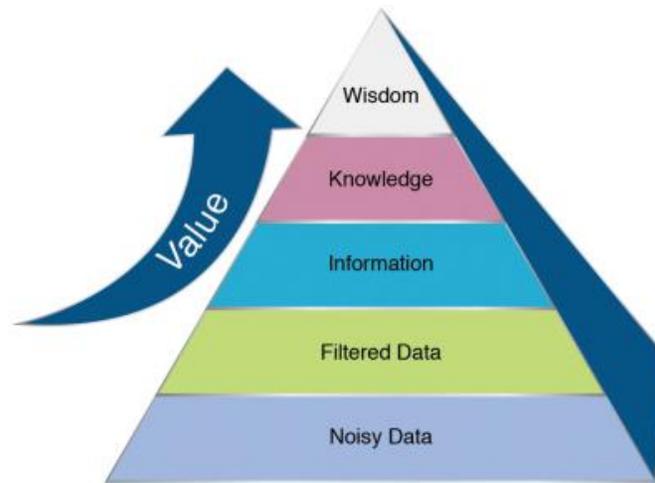
2.2 Analytics

There are a variety of analytic tools and metrics to measure the effectiveness of social media strategies. The most basic measurement is clicks: the number of links and posts a user clicks to expand on a social media page (Chandler & Munday, 2016). After clicks, the following of a page-- Facebook's likes, Twitter's and Instagram's followers, and YouTube's subscribers-- quantifies the number of people guaranteed to see a page's content updates (Chandler & Munday, 2016). Both metrics measure the absolute maximum reach a page has, but are overestimates of the actual value. The conversion rate of a social media page is a measure of the portion of its viewers that complete a transaction or respond to a request (Chandler & Munday, 2016). The conversion rate does not provide data on how many people access a page, but provides a measure of the effectiveness of the strategy used to generate content and traffic flow on a page. With these tools, page-owners can more easily understand how their social media reach is impacted by the content they post.

2.2.1 Significance of Social Media Analytics

For businesses to effectively use social media, they must have enough data to make informed decisions about posting. In broad terms, data must be collected, understood, and presented. Collection identifies conversation on social media regarding the business, its activities, and related topics. Understanding is the aggregation of data to form metrics to measure the effectiveness and popularity of content. Presenting the data consists of the evaluation of the previous metrics in the form of graphs and figures to more easily portray the data to the business and its affiliates (Fan & Gordon, 2014). Generally, data with a positive trend correlates to a more positive value of the content being created for users. Data and content value (Figure 2) are a measure of the importance of content: a mix of random, unrelated posts have less value than a series of posts that build off each other in an understandable manner (Ganis & Kohirkar, 2015).

Figure 2: Data Value Pyramid



(Ganis & Kohirkar, 2015)

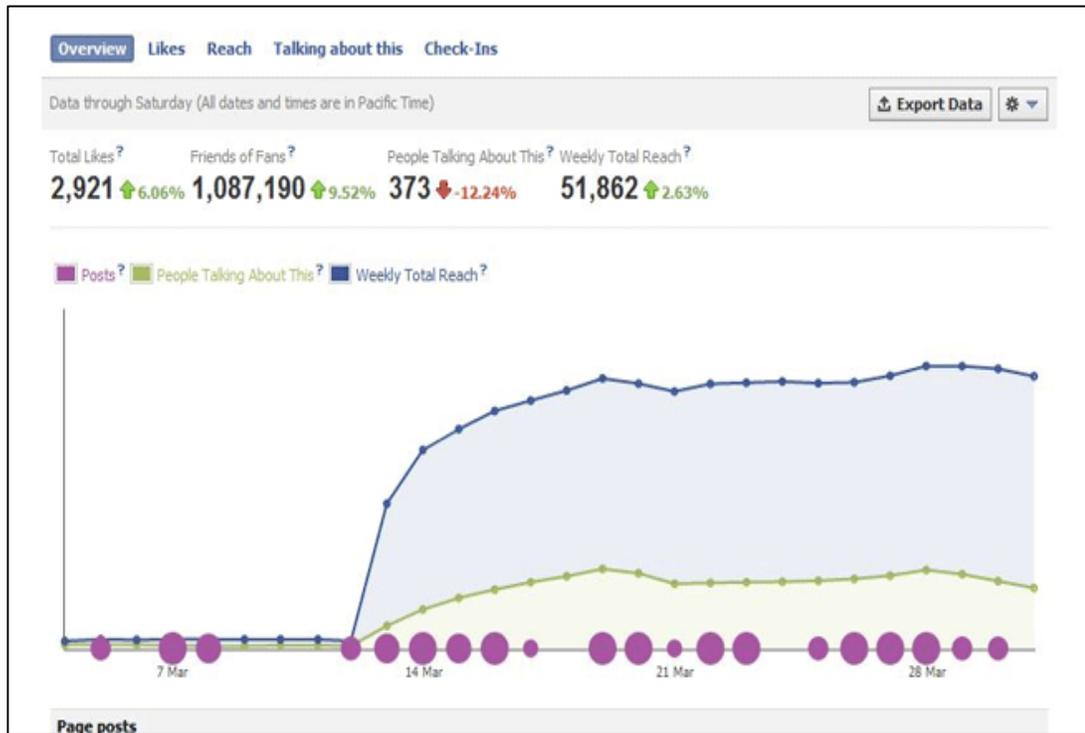
Analysis of this data has provided meaningful conclusions on how businesses should approach their social media. Studies of video viewership, for example, have shown that by the 1-minute mark on a video, viewership will be half of its original size, and drop to one quarter by the second minute (Kabani & Brogen, 2013). From this, content creators can conclude that video content must be brief and relevant: miscellaneous information added for the sake of length will not only confuse viewers of the message, but will lose viewers as a whole. Similarly, analysis of social media has changed how companies can interact with their customers. Comcast, for example, now uses their Twitter page to receive complaints and reports on service outages, sometimes hours before any official outages are called in (Ganis & Kohirkar, 2015). Social media provides an interface for users to publically interact with organizations, and analytics help organizations understand how users are interacting with them.

2.2.2 Tools of Similar Platforms

Facebook, Twitter, Instagram, and WordPress offer several similar analytic tools. Each platform offers an analytics dashboard which measure who interacts with the platforms and how. For example, Facebook rolled out its Page and Audience Insights programs in July 2011. Page Insights allows a page administrator to access the analytics dashboards (Figure 3) to measure how users on Facebook interact with the page (Houk & Thornhill, 2013). The dashboard includes charts for likes, reach, visits, posts, people, and “People Talking about This.” These are then

broken down into a series of charts: reach is split into posts, shares, spam flags, and total reach (Facebook, 2017).

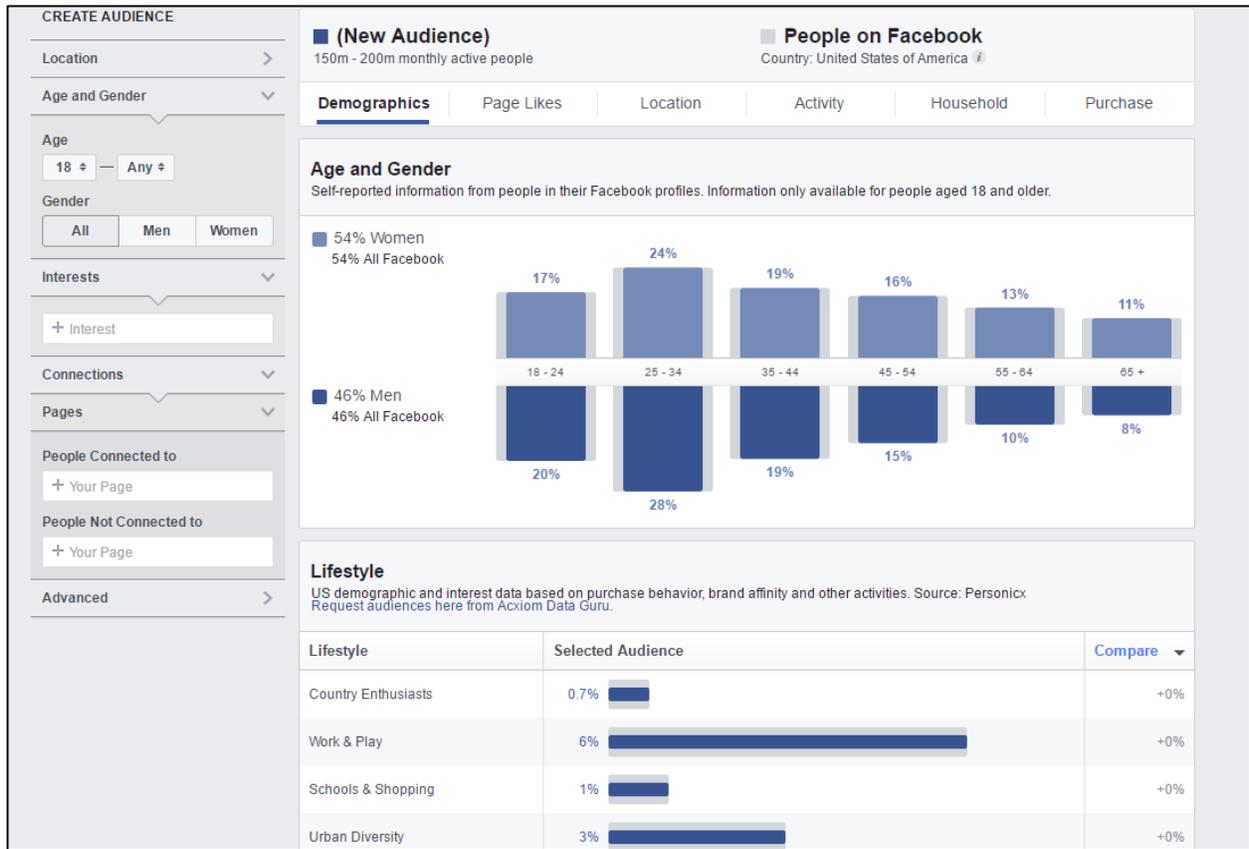
Figure 3: Sample Overview of Facebook Page Insights



(Facebook, 2017)

The Audience Insights dashboard (Figure 4) can limit the user audience statistics shown from all of Facebook down to a specific target audience, as long as there are at least one thousand people in the target audience (Facebook, 2017).

Figure 4: Sample Overview of Facebook Audience Insights

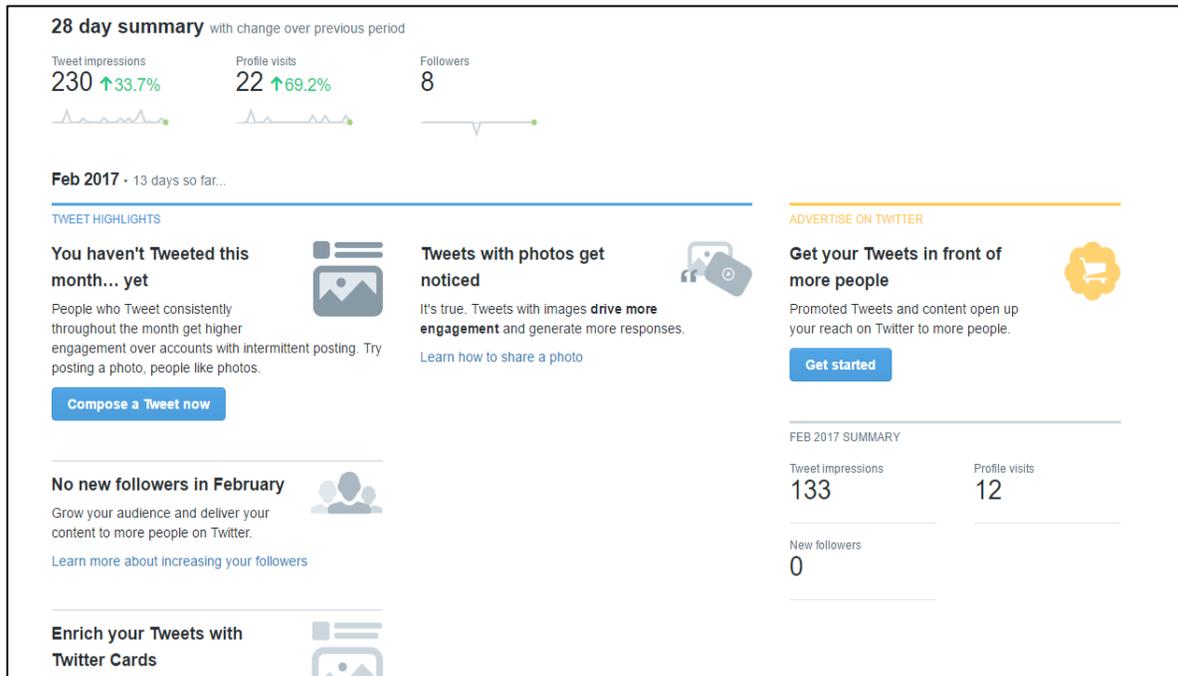


(Facebook, 2017)

Audience Insights includes an advertisement manager: administrators can pay to have sponsored content appear on the wall of their selected audience, with cost dependent on the size of the target audience and the type of advertising used (Facebook, 2017). This allows pages to bypass the view algorithm and put content near the top of the audience’s newsfeeds. By selecting the audience and paying for guaranteed viewership, pages can create content targeting their audience to increase engagement and hope for a higher conversion rate (Adams, 2012).

The Twitter Analytics dashboard (Figure 5) includes similar statistics to Facebook, but refers to reach as tweet impressions and engagement. Tweet impressions represents the total number of people who view a given tweet. This includes a page’s followers and the followers of users which retweet the given tweet (Twitter, 2017).

Figure 5: Sample Overview Page of Twitter Analytics

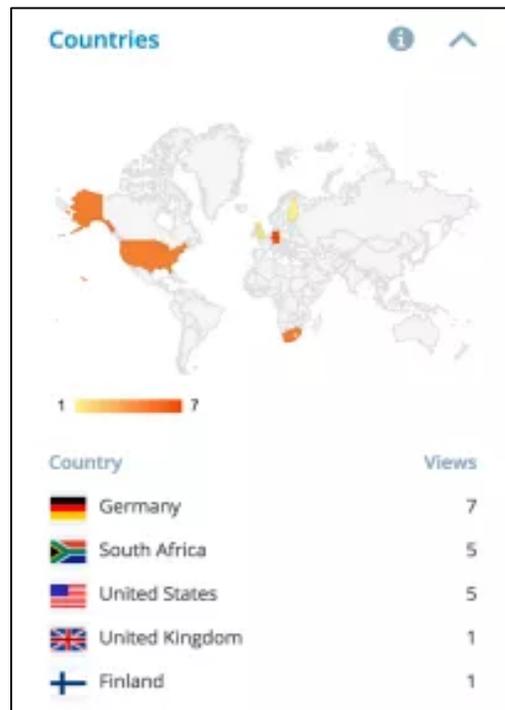


(Twitter, 2017)

Instagram's Business Profile includes an Insights program similar to Facebook's. Instagram does not offer analytics for personal accounts, but if an account is flagged as a business, Instagram allows the account to use Insights. Instagram Insights measures, in addition to Facebook Insights' metrics, how long followers are on Instagram and the number of times users move away from a page (Instagram, 2017).

WordPress Statistics provides page posting trends as well as estimates of the best time(s) and day(s) for content to be seen. Audience statistics are not divided in as much detail as on Facebook, Twitter or Instagram: WordPress will only show when users are accessing a page and what country they are accessing from (Figure 6) (WordPress, 2017). WordPress does, however, natively support Google Analytics. Google Analytics provides more data on a page's audience and content interaction, as well as in-depth reporting on Acquisition: how users find a page and their behavior after accessing (Google).

Figure 6: Sample WordPress Stats Country Access Map

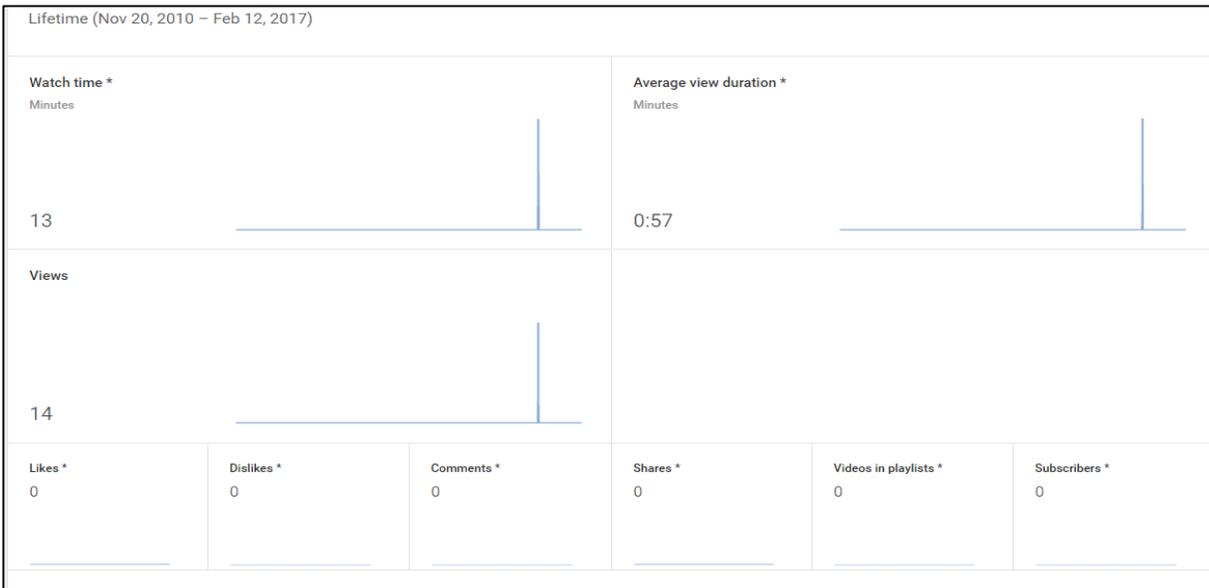


(WordPress, 2017)

2.2.3 YouTube

Analytic data from YouTube (Figure 7) is different from most other platforms. In addition to page statistics, YouTube offers data on each video a user uploads, though at a very basic level (likes, dislikes, views, and comments). Viewership on YouTube is not tracked by number of clicks, but by the percentage of the video that users watch: clicking a video and immediately closing it does not count as a view for that video (YouTube, 2017).

Figure 7: Sample Overview Page from YouTube Analytics



(YouTube, 2017)

The YouTube Analytics dashboard tracks viewership across all videos. This includes watch percentage, the proportion of viewers who are subscribed to the channel, which devices or linked platforms viewers are using, and how viewers are finding videos (subscriptions, YouTube’s Recommended tab, other linked platforms, etc.). From the dashboard, page administrators can get data in real-time: while most other platforms provide daily or weekly reports on user interaction, YouTube updates viewership stats constantly, providing a “Last 60 Minutes” graph for total user viewership (YouTube, 2017).

2.3 Social Media of Nonprofit Organisations

Survey results have shown that ninety-seven percent of nonprofits are on Facebook (Creedon, 2014), and it is clear that social media is an essential method of engaging with the community online. Many nonprofit organisations have created accounts on social media sites in addition to hosting a website in order to increase their Internet presence. By engaging the online community through social media, nonprofit organisations have been able to increase fundraising, educate communities, and advertise themselves and any events or programs they offer (Paulin et al, 2014).

A survey was conducted by *Nonprofit Quarterly* to measure how nonprofit organizations engage with their communities via social media. Seventy-four percent of surveyed nonprofits said that they use social networks as a “megaphone” to announce events and activities, in addition to sharing information about their organization (Creedon, 2014). However, it has been established that the best practice for high engagement levels is posting issue-centric content to lead dialogue in their nonprofit’s area of focus. Only fifty-three percent of surveyed nonprofits said they follow this strategy. This survey also found that approximately half of the nonprofit organizations use a team of staffers to guide their social networking as opposed to having one or fewer people designated to social networking (Creedon, 2014).

Several other studies have been conducted regarding social media use by nonprofit organisations. These studies have shown that while nonprofit organisations are using social media, many organisations underutilize social media by posting limited content (Greenberg & MacAuley, 2009). Studies have also been conducted to determine exactly how organisations utilize their social media. One such study published in *Nonprofit and Voluntary Sector Quarterly* was conducted by Chao Guo and Gregory D. Saxton, Professors of Nonprofit Management and Communications, respectively. In this study, they focused on the use of Twitter by nonprofit organisations to find that Twitter is more powerful as an educational tool, but less powerful as a mobilization tool to get the public to attend events or lobby for a cause. In addition, from this study Guo and Saxton built a pyramid model of effective social media nonprofit advocacy, shown in Figure 8. This pyramid represents a three-stage outreach process for social media based advocacy. First, the organisation reaches out to supporters. Then once a following is built the organization must keep supporters passionate about the organisation’s mission. The last step is to mobilize supporters to act or support the cause (Guo & Saxton, 2014).

Figure 8: Three stage pyramid model of nonprofit social media advocacy



(Guo & Saxton, 2014)

2.3.1 Nonprofits on Facebook

The social networking site Facebook recognized its function as tool for nonprofit organisations and sought to assist these organisations. Facebook created both a website and a profile dedicated to showing how nonprofits can use Facebook. According to the website, 1.5 million nonprofit organisations are currently using Facebook pages, with more than 150 million users connecting to those causes. Facebook works to provide these nonprofit organisations with tools to connect, host events, and fundraise (Nonprofits on Facebook).

Also featured on the Facebook nonprofit website are success stories from nonprofit organisations who used Facebook to successfully deliver a message or raise funds. The “MY HERO” campaign is featured as an example of delivering meaningful content on a low budget. The goal of the campaign was to reach a worldwide audience with stories celebrating the best of humanity. From “MY HERO,” the shared campaign lessons are as follows:

1. Create content: Create and share your own content. Keep the message simple.
2. Use imagery: Captivating images bring new eyes to your project.
3. Be current: Share current events and relevant social media that relates to your mission.
4. Build partnerships: Like appropriate content from other nonprofit organisations and use this as an opportunity to grow new partnerships.
5. Target: Know your audience and target your Facebook Ads to your audience.

While this campaign's specific focus differs from many other nonprofit organisations, the lessons learned and shared about social media from this campaign can be applied to other nonprofits ("My Hero Nonprofit Success Story").

2.3.2 Hashtag Use for Social Media

Hashtags are a method of designating related materials on social media. In most social media platforms hashtags are hyperlinked, so they can be clicked to view other posts with that hashtag. In addition, users may search for the hashtag to view the posts using it. Hashtags can refer to anything from events to social movements, so nonprofit organisations are able to use the hashtag to spread their message in a variety of ways (O'Reilly & Milstein, 2011).

A very effective campaign centralized around hashtag use was run by the organisation Water is Life. #FirstWorldProblems was a common hashtag being used on social media to complain about trivial inconveniences that someone living in less privileged place, such as the developing world, would not experience ("First World problem"). In 2012 the organisation created a video of people in the developing world reading some of the "First World Problems" that had been posted on social media. At the end of the video was information on how to donate to bring clean water to people in need (TheGiftOfWater, 2012). The result of this campaign was that #FirstWorldProblems took on different meaning and people began to use it to spread information about Water is Life. Over a million days worth of clean water was donated as a result of this campaign ("The Top 4 Nonprofit Social Media Campaigns of 2013 (And What You Can Learn)", 2015).

2.4 The Borough of Merton

The modern-day version of the Borough of Merton in London was formed in 1965 from the merger of Mitcham, Morden, Merton and Wimbledon. Modern day Merton began to take shape during the early 20th century when public transportation systems began expanding into Merton with the Underground reaching Merton by 1926. With public transportation, Merton transformed from a farming community of roughly 1,000 citizens in 1900 to a suburb of nearly 13,000 citizens thirty years later (Merton Council, 2014a).

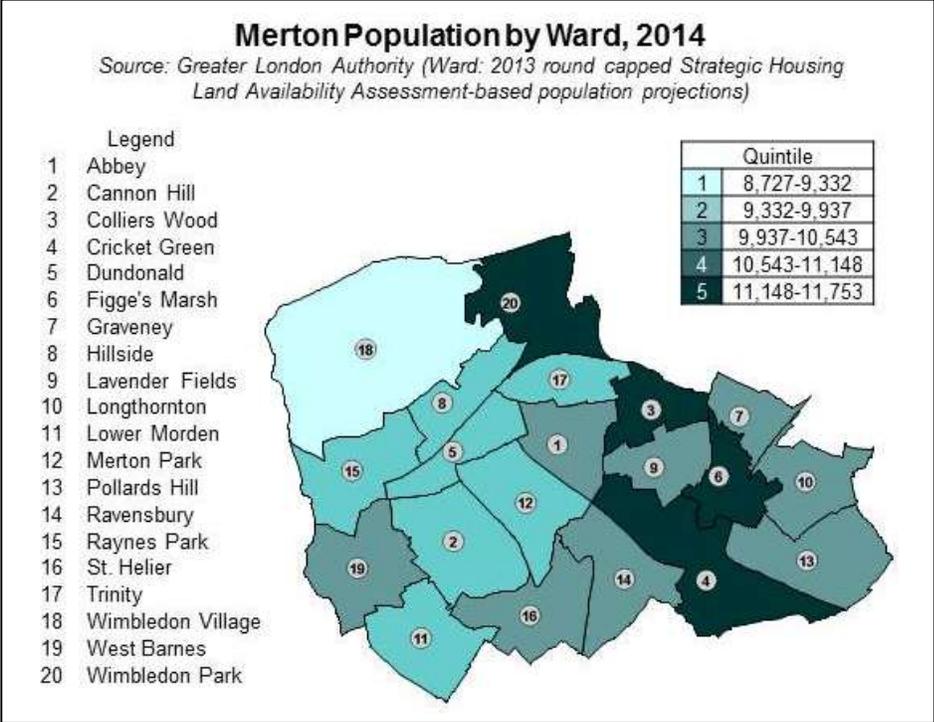
The housing population further increased between World War I and II. With the population increase the local infrastructure was often overburdened. The local government was

unable to handle the large population which led to the creation of community organisations to help the people of Merton (Bailey, Legrere, & Warrington, 2016). World War II damaged most of London, especially during the Battle of Britain during 1940. The recovery operated slowly and there were food shortages until 1956. It was not until 1965 that Merton fully recovered and formed modern day Merton with the town centres of Colliers Wood, Mitcham, Morden, Raynes Park, and Wimbledon (Merton Council, 2014a).

2.4.1 The People of Merton

The Borough of Merton is a very diverse community and it was estimated that Merton would have a population of nearly 203,200 residents in 2014 with a higher population density in East Merton, as seen in Figure 9 (Merton Council, 2016).

Figure 9: Map showing the population density in Merton

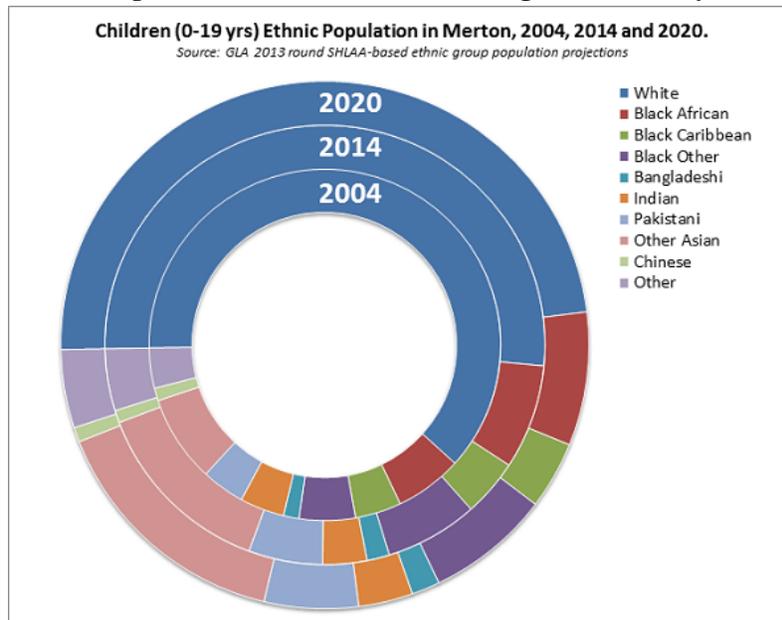


(Merton Council, 2016)

The children within the school system in Merton speak 101 different languages with the three most common being English, Polish, and Tamil. The 2011 Census of Merton showed that there

are 190,500 residents with 79% speaking English, 3.5% speaking Polish, and 3.1% speaking Tamil (Merton Council, 2016).

Figure 10: Population distribution showing the diversity in Merton



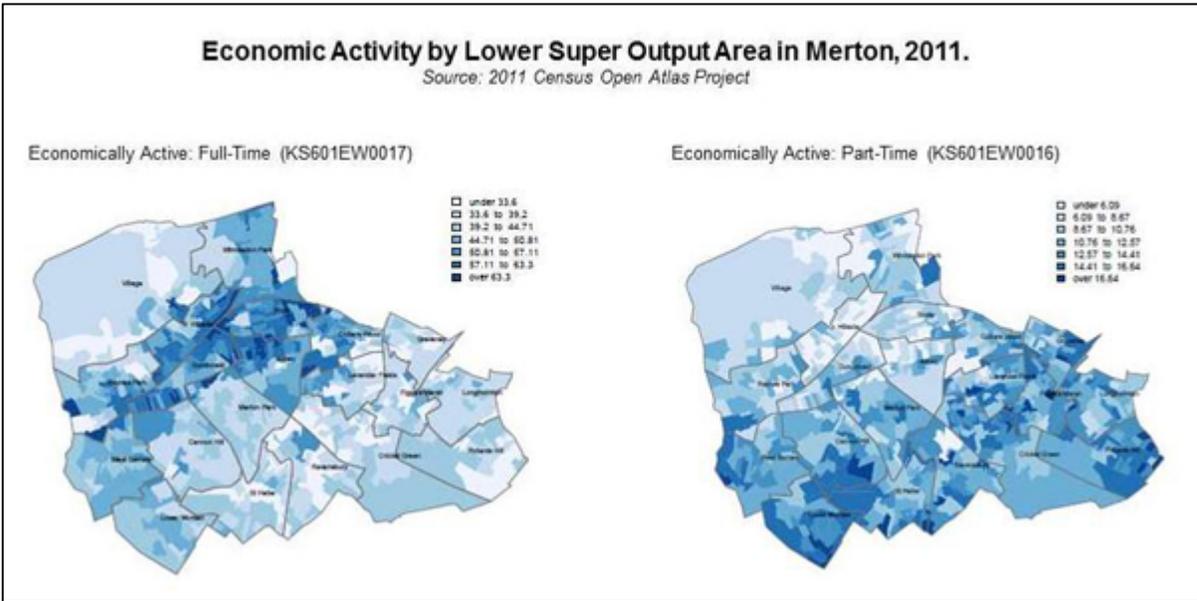
(Merton Council, 2016)

Figure 10 shows that the Merton will see a steady increase of non-white residents within the foreseeable future. From the latest Census there were 76,188 non-white residents in Merton which is roughly thirty seven percent of all Merton residents. It is projected that the percentage of non-white residents will rise to forty percent by 2020 (Merton Council, 2016).

2.4.2 Socio-economic Status of Merton

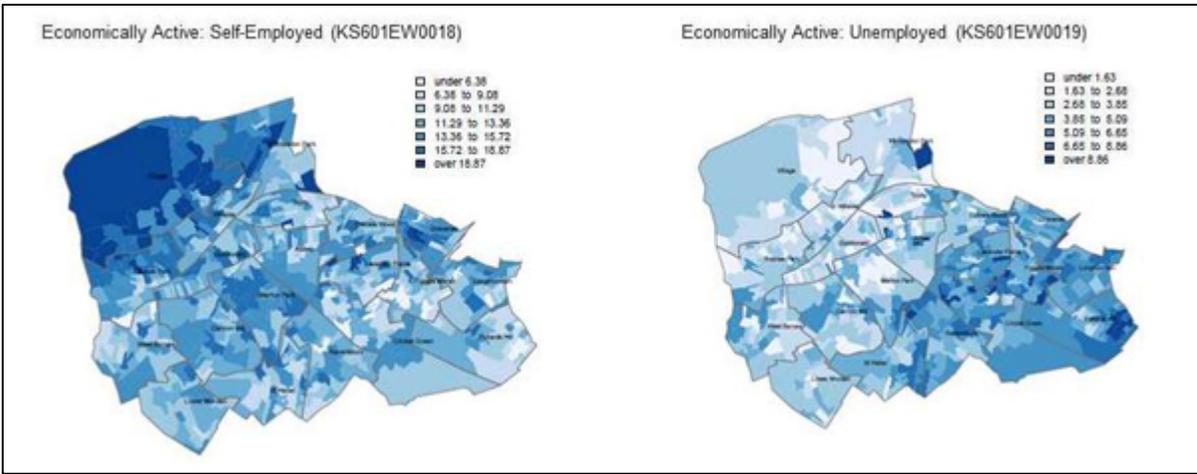
There is a very noticeable socio-economic divide within Merton. West Merton fares better economically compared to East Merton which creates many noticeable divisions. This can be seen in Figures 11 and 12.

Figure 11: Map showing the distribution of full-time and part-time workers



(Merton Council, 2015a)

Figure 12: Map showing the distribution of self-employed and unemployed workers

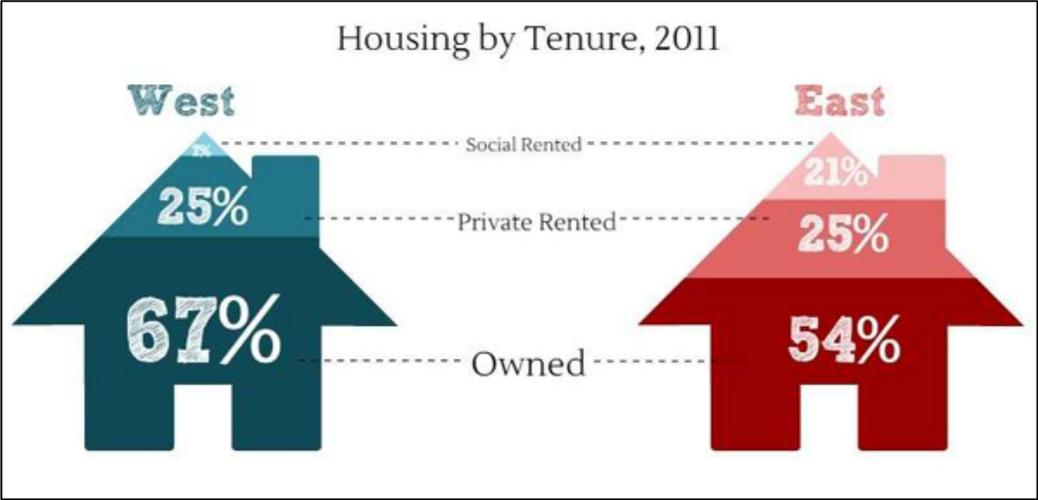


(Merton Council, 2015a)

Figure 12 clearly shows that a bulk of the unemployed residents of Merton live in East Merton while those with full-time jobs are mainly in West Merton as seen in Figure 11. This can also relate to housing inequalities within Merton. Based off of the 2011 Census there are three types of housing tenures. The three tenures are residents who are renting, owning, and social renting.

Figure 13 shows that more people in East Merton live in housing that is social rented. Social renting is affordable housing for families who are struggling financially and the rent is usually subsidised by nonprofit organisations or other sponsors (Shelter, 2017). East Merton relies on nonprofit organisations and charities to help fund housing for families who are financially challenged.

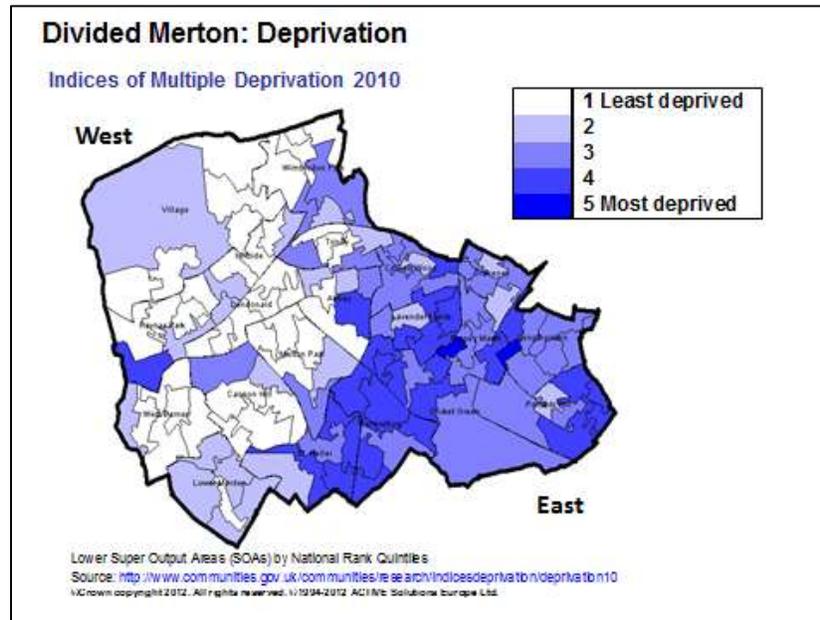
Figure 13: Chart showing housing inequalities in Merton



(Merton Council, 2015b)

The noticeable economic divide also contributes to the health deprivation in East Merton. Overall Merton’s life expectancy is better than the national average but there is a noticeable difference within Merton. The difference between men in the most and least deprived areas is 7.9 years and for women it is 5.2 years (Merton Council, 2017). There is a health deprivation between West and East Merton, as seen in Figure 14. Those in the most deprived areas have less resources and money to improve their health situation and this relates directly to the economy of these areas. Nonprofit, voluntary, and community organisations can help raise awareness about these issues which can lead to improvements for people living in these deprived areas.

Figure 14. Map showing the health deprivation inequality in Merton



(Merton Council, 2017)

2.5 Commonsense Community Development Trust

Commonsense Community Development Trust (CCDT) is a nonprofit organisation located in the Borough of Merton and primarily serves the residents in East Merton. More specifically CCDT focuses on the communities of Pollards Hill, Longthornton, and the Eastfields area of Figges March (Commonsense, 2016). Each week approximately 2,000 Merton resident pass through CCDT’s New Horizon Centre. CCDT was first formed in 2001 and merged with Pollards Hills Community Association in 2007. The Pollards Hill Single Regeneration Budget’s “Building Connections” programme had a budget of £5 million that would go towards the ward of Pollards Hill (Bailey, Legrere, & Warrington, 2016). CCDT was one of the end products of this programme and received a share of the £5 million grant.

Since then, CCDT has grown steadily but there have been financial constraints within the past two years. During the last financial period (2015-2016) CCDT received an income of £415,297 while it expended £427,955. CCDT operated with a shortfall of £12,658. CCDT received approximately £193,333 from other organisations and companies. Some notable organisations that gave grants to CCDT were London Borough of Merton, BBC Children in need, and the Wimbledon Foundation. The rest of CCDT’s income (£221,950) came from private

donations and other means. Approximately £6,526 came from private donations, £34,018 from the Lunch Club and cafe, £130,000 from renting out spaces in the New Horizon Centre, £46,922 from hire fees, £2,563 from events, and £1,921 from miscellaneous income. To make up for the shortfall in the 2015-2016 financial period CCDT relied on assets accumulated from previous years to pay off the shortfall (Commonside, 2016). This same practice was also used for the 2014-2015 financial period.

CCDT is governed by a Board of Directors made up of 17 members. The day to day business is run by Director Naomi Martin. She is responsible for organising CCDT's programmes at the New Horizon Centre, running financial programmes at other community locations, and representing CCDT within the community. Naomi is supported by 18 other paid staff members. CCDT has 16 staff members working 12-30 hours per week and 3 staff members working 37 hours per week. In addition, CCDT has approximately 35 volunteers at any point.

CCDT works with many different partners, many of them listed on their website, ranging from other charities to local businesses. Locality, previously known as the Development Trust Association (DTA), is the umbrella organisation that CCDT is a member of. Locality's mission is to create a national network of inspiring, ambitious and dedicated community-led organisations and associate members (Locality, 2016). Furthermore, CCDT has Root7 as its corporate sponsor, who manufacture and sell stylish bottles (Martin, 2016). They help CCDT in building and updating their website, yet they don't provide any hosting services; they are essentially tech support (R. Innes, Personal communication, March 15, 2017).

Since CCDT is a nonprofit organisation, all donations they receive are highly appreciated. CCDT provides a general guideline on how monetary donations are used since donations may be restricted or unrestricted. Restricted donations must be used for a specific purpose while unrestricted donations can be used for a variety of purposes. A £15 donation goes towards a week's snacks for families at their crisis drop-in (Commonside). Other monetary donation amounts and what services the fund are provided in Table 1.

Table 1: Brief overview of how donations are spent

Monetary Donation	Services Provided
£15	Snacks for families at CCDT's crisis drop-in
£30	Exercise class for young mothers
£50	Live entertainment for the Lunch Club
£2,200	Community event providing information about jobs, training, money management, healthy eating and mental health.

(Commonside)

In addition to monetary donations CCDT offers other ways to contribute. One of these alternative methods is donating useful items. Some donations that CCDT suggests are toiletries, household goods, and small toys for families. Donated items could also be used for raffles in fundraisers (Commonside). Another option for donations is volunteering, which can be just as effective as donating items or money. CCDT heavily relies on its 35 volunteers for additional support with day to day operations and various events. Volunteers that provide catered goods for the Lunch Club or Cafe is also highly appreciated (Commonside).

2.5.1 Programmes and Services Provided By CCDT

The mission of CCDT is to work to improve the lives and environment of people living in the Borough of Merton (Commonside). CCDT fulfills this mission in a number of ways, ranging from renting out training spaces to hosting community programmes. It manages a community centre, the New Horizon Centre, that rents out spaces for anyone in the community to use along with housing its staff members. The available spaces at the New Horizon Centre can be used for a variety of functions ranging from weddings to teaching rooms (Commonside). The New Horizon Centre supports events and classes for the community. In addition to managing the New Horizon Centre, CCDT hosts many community events and development programmes to help the community. The three main community programmes that they run are the Healthy Community, Lunch Club for Over 55s, and Step Forward Programme (Commonside).

The Healthy Community programme promotes healthy lifestyle and affordable exercise activities (Commonside). There are weekly classes featuring aerobics, Zumba, dance, exercise, and table tennis. There is a free outdoor gym suite that is available for everyone to use. CCDT runs a cafe that serves breakfast and lunch. Some of the options at the cafe are salads and sandwiches that are sold at reasonable prices to help promote healthier eating (Commonside). Mental health is also very important and CCDT provides a programme called Get Fit Stay Well. This programme operates for those affected by mental health issues (Commonside). The aims for the Healthy Community programme are to reduce local levels of obesity, heart disease and mental health along with fostering a community that promotes locally sourced food (Commonside).

Lunch Club for Over 55s provides daily meals for anyone over the age of 55 and living in Merton. It is a two-course lunch with an hour of entertainment and some information or recreation (Commonside). The Lunch club provides quality and affordable meals to clients, Monday to Friday. In addition, the club provides information, support, recreation and enjoyment after the meal every day with various activities (Commonside, 2016).

Lastly the Step Forward Programme provides residents of Merton with training and information in many different areas such as finance, parenting, and employment (Commonside). The programme supports over 100 households every year. The mission statement is “to support residents to increase their confidence, knowledge and skills to successfully manage everyday living” (Commonside). These programmes by CCDT help foster a healthy, close-knit, and sustainable community.

Recently CCDT forged a partnership with the Met Police and Fulham Football Foundation. With funding from the Mayor of London’s Crime and Policing Unit, CCDT started a programme for 16-24 years olds that offers football training and workshops on subjects ranging from drug awareness to healthy relationships. This programme also offers accredited training in coaching (Commonside, 2016). Commonside is always looking to forge new partnerships and looking for ways to provide a variety of programmes to help the community.

2.6 Commonside’s Initial Internet Presence

In order to provide information and further promote its organisation and programs, CCDT currently utilizes four major platforms. CCDT has a website, Facebook pages, a Twitter

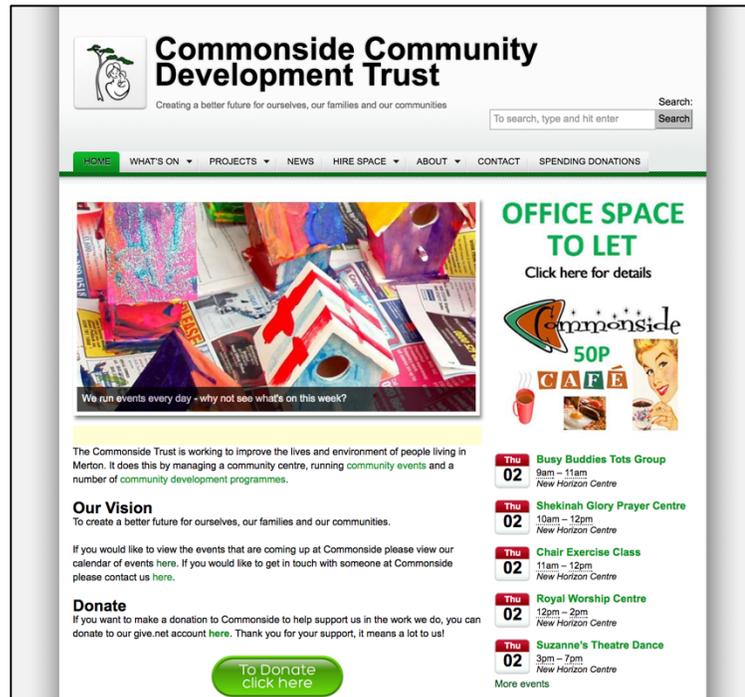
profile, and an Instagram page. Each of these platforms was run by a different person or, in the case of the Facebook pages, a small group of employees. The purpose of these social media accounts is to share information about the organisation with several target audiences, such as Members of Parliament and other local officials, community members, and potential sponsors. The use of social media allows CCDT to share information with community members who do not regularly visit the New Horizon Centre and see information in posters and bulletin boards throughout the centre.

2.6.1 Website

CCDT's website, which can be located at www.commonside.net, is published through WordPress on the Thematic Theme Framework. WordPress is "open source software you can use to create a beautiful website, blog, or app" (WordPress, 2017). Thematic Theme Framework is an advanced customizable theme system. CCDT's corporate sponsor, Root7, provides CCDT with assistance on this website (Martin, 2016). Shari Holder, Receptionist and Administrator at CCDT, and Rob Ingram, Director at Root7, run the website. Prior to the start of the project, the website was hosted by Ian Hallworth, of Hallworth Design, who provided server space for two years. He no longer provides professional website hosting, so he's changing to another service provider. He offered help to CCDT in finding a new service provider for their website.

The homepage on CCDT's website prior to the project is shown in Figure 15. At the top of the page and under "Our Vision" was CCDT's mission, "Creating a better future for ourselves, our families and our communities." Also featured on the homepage was a donation button, information about events, and some various advertisements for events and programmes that CCDT offers.

Figure 15: Homepage of Commonsie Community Development Trust’s Website,
www.commonsie.net



(Commonsie, 2017)

Near the top of the homepage was a navigation bar that provides direction to various pages or categories of pages featured on the website. The “WHAT’S ON” tab directed visitors to the events happening at CCDT. “Projects” on the homepage navigation bar also directed visitors to events and features information about some of the programs CCDT offers, including the Lunch Club, Step Forward Programme, and Healthy Community. The “News” tab featured various posts from CCDT regarding events, altered business hours, and other news. “Hire Space” included information about renting various spaces that CCDT owns. The “About” section featured the most information about CCDT as an organisation. It included information about the history of CCDT and how the trust is run. The “Contact” page featured a form to get in touch with CCDT, as well as a map of CCDT’s location, directions, and a phone number. Lastly, “Spending Donations” featured information about how donations are used and information about donating items to CCDT.

2.6.2 Facebook

CCDT runs two Facebook pages, the first being @CommonsideTrust, which is run by CCDT's receptionists, Lorraine Thorn and Shari Holder. This could be found on the "About Commonside" page of the website. As of 21 March 2017, the page had 203 likes and 197 followers. Posts to the page occurred on an approximately weekly basis from August 2016 to February 2017. Many of the posts echoed the "News" section of CCDT's website. The majority of posts in later months featured the events occurring at CCDT's New Horizon Centre. There were also posts about news events affecting the community and the event space CCDT has for rent. Also featured on CCDT's Facebook page is an "About" page, as seen in Figure 16. This page features general information about CCDT, including the mission and the story of CCDT. In addition, contact information and a link to CCDT's website is included on this page.

Figure 16: The "About" page on the CCDT's Facebook page as of January 2017

The screenshot shows the Facebook 'About' page for Commonside Trust. The page layout includes a profile picture on the left, a cover photo of the New Horizon Centre building, and a main content area with several sections:

- BUSINESS INFO:**
 - Founded on March 31, 2002
 - Mission: Creating a better future for ourselves, our families and our communities.
- CONTACT INFO:**
 - Call 020 8764 9582
 - @CommonsideTrust (with Message Now button)
 - naomi@commonside.net
 - http://www.commonside.net/
- MORE INFO:**
 - About: A Community Development Trust in the heart of Pollards Hill, Mitcham.
 - Products: Hall & Room Hire, Community Café, Lunch Club, Community Events, Community Projects.
 - Community Organization
- STORY:**
 - 2006: We merge with Pollards Hill Community Centre
 - 2005: Commonside moves to the day centre.
 - 2002: Founded on March 31, 2002

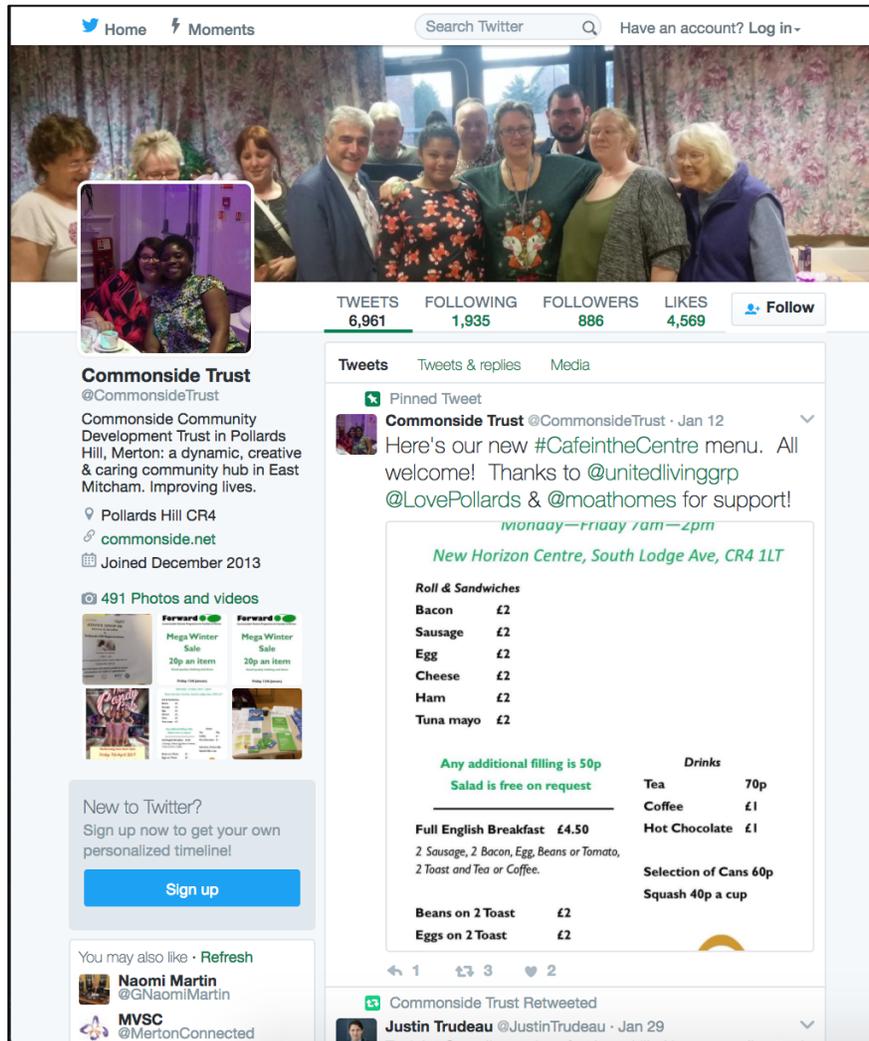
(Facebook, 2017)

The second Facebook page that CCDT runs is Step Forward at Commonside Trust, or @stepforwardccdt. This page was run by Cheryl Giddy, who helps run the Step Forward Programme. As of 21 March 2017, the page had 64 likes and 65 followers. The posting frequency was similar to CCDT's other Facebook page, but the content focused mainly on activities going on in the New Horizon Centre and the Step Forward Programme. This Facebook page also has an "About" page, which provides information about the Step Forward Programme, a link to CCDT's website, and some contact information.

2.6.3 Twitter

The Twitter profile, run by Naomi Martin, for CCDT is @CommonsideTrust, as seen in Figure 17. The Twitter profile had 885 followers, and was following 1,935 other users as of 21 March 2017. A significant portion of both the users following CCDT and the users that CCDT was following were other organisations. Some of these organisations are worldwide, such as @EndChildPoverty, while others are located in Merton, such as @MertonArtSpace. In the three years that the profile has been active, the CCDT has tweeted 6,961 times, an average of approximately 42 tweets per week. While some of these are tweets from CCDT, the majority appear to be retweets from some of the other users that CCDT was following.

Figure 17: CCDT’s Twitter profile page as of January 2017



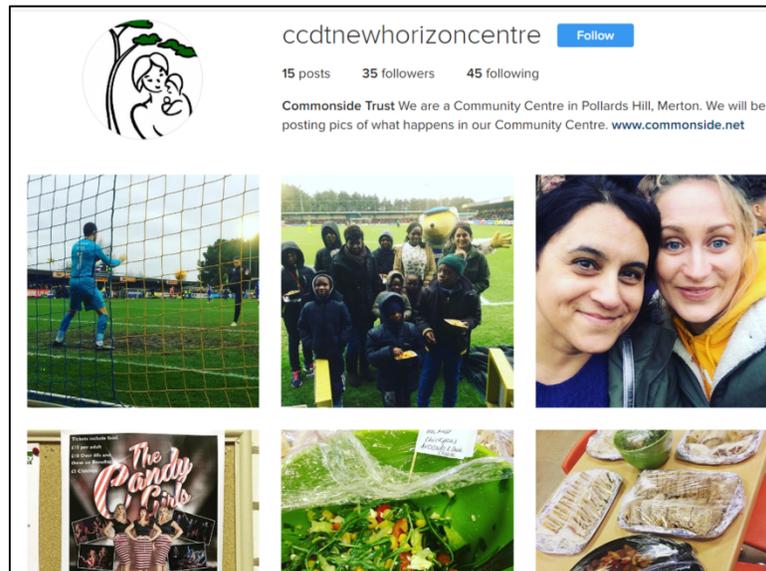
(Twitter, 2017)

2.6.4 Instagram

CCDT’s Instagram page is @ccdtnewhorizoncentre, as seen in Figure 18. This page was run by Cheryl Giddy. The Instagram page had 44 followers and it follows 51 users as of 21 March 2017. Most of the followers of CCDT are users with their own personal Instagram page. There are two noticeable Instagram followers whose pages are not personal, AFC Wimbledon and The Candy Girls. AFC Wimbledon is a professional football club in the third tier of the English football league system and The Candy Girls is a female vocal harmony group. Out of all of CCDT’s social media profiles, its Instagram page was the youngest. The Instagram page was

created in February 2017. During the first month and a half of its existence, CCDT had posted 20 times with none of the posts reaching double digit likes.

Figure 18: CCDT's Instagram Page as of January 2017



(Instagram, 2017)

2.7 Problem Statement

CCDT's social media was not being used as effectively as it can be. CCDT believed that its social media and Internet presence could be improved to help catch the attention of private and corporate donors along with more members in the community. Therefore, CCDT wanted a clear uniform message on its social networking accounts that could be easily shared with potential and existing partners (Martin, 2016). Through this project, we helped CCDT improve their Internet presence through the methods outlined in the next chapter.

3. Methodology

The goal of this project was to evaluate Commonside Community Development Trust's (CCDT) initial Internet and social media presence and determine how it could be improved. In order to accomplish this goal, we developed three objectives. These objectives were:

1. Determine the state of CCDT's initial social media

2. Identify effective and relevant social media marketing strategies
3. Prototype potential future social media strategies
4. Recommend future social media strategies for CCDT

In order to accomplish these objectives, we began by analyzing the social media strategies of other nonprofits for a basis of comparison. Then we used various analytic tools to learn about CCDT’s initial Internet presence. In addition, we interviewed staff members responsible for maintaining CCDT’s Internet presence. We conducted three different surveys to learn more about the effectiveness of CCDT’s social networking in the community and how that networking could be improved. This was done according to the timeline in Figure 19.

Figure 19: Proposed Project Timeline

	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7
Interview CCDT Employees							
Survey Community Members							
Create/Update CCDT Pages							
Social Media Campaign							
Create Future Social Media Strategies							
Educate Social Media Managers							

3.1 Objective 1: Determine the Initial State of Commonsense’s Social Media

3.1.1 Analyse Commonsense’s Social Media Accounts and Website

In order to analyse CCDT’s social media and website, we were given access to CCDT’s various accounts. We viewed the analytics of CCDT’s accounts to better understand the level of engagement between CCDT and other users. In addition, we looked at posts on the various platforms in order to see the content type and level of engagement for each type. The level of engagement is a percentage determined by the total interaction, such as likes, shares, or clicks, divided by the total viewership of a post. Beyond the information that could be found on these websites, we used third party software such as Hootsuite to gain additional data regarding the effectiveness of CCDT’s current social media.

We also created our own analysis of Commonsense's social media separate from the analytics tools. Each of us was assigned a platform to work with. We created a spreadsheet with separate sheets to keep track of each platform. For the Facebook page, we recorded the date, type of content, additional media (such as images or videos), likes, shares, comments and hashtags used for each post from August 2016 to February 2017. For each type of content, we wrote the general subject of the post in order to get a better idea of what CCDT is posting about. Since there were a relatively small number of posts on this platform compared to the Twitter account it was not necessary to divide the posts into broader categories to understand the Facebook page. In order to determine the level of engagement, we considered all likes, shares, and comments to be an interaction with the post. Once we were given access to the analytics tools for the Facebook page, we were able to see the number of views for each post to get an accurate level of engagement.

For the Twitter account, we tracked the overall number of tweets, profile visits, new followers, and mentions each month from October 2016 to February 2017. We then recorded a summary of content and user engagement for each tweet during that same period. Tweets were categorized by the type of content: events in Merton, organisations working with CCDT, advertising services and people in Merton, or miscellaneous happenings. We then entered each tweet's additional content, likes, retweets, replies, hashtags, and total user impressions. We counted all likes, replies, retweets, and image or link clicks as part of total engagement; user impressions were used as the total views to find the total engagement rate. Lastly, we entered a summary of the content of each tweet to help understand the context of its engagement.

As previously discussed, CCDT's Instagram page was very young, it was created in February 2017. Because of this each post was able to be analyzed. We tracked the dates, type of content, additional media, likes, number of comments, and hashtags used in each post. This allowed us to see which posts received the highest level of engagement and why this was the case. Based on the pictures of each post there were three main topics: announcements, food, and sports.

CCDT's official website provided visitors with relevant information about daily events and general information about the organisation. Events ranged from sports and recreational activities to dinners and shows. Although the website contained information about the location and time of events, it lacked descriptions for each of these. The website also had a news page,

which received limited attention, as posts only occurred once per year. At first, we could not provide an insight on website analytics due to the lack of credentials. Nevertheless, once we obtained these we were able to analyse the initial quality of its website by looking at important quantitative information such as number of visitors per day or week and the impact of its social media posts on these numbers.

3.1.2 Interviews with Pertinent Staff

We conducted interviews with pertinent CCDT staff. The purpose of these interviews was to identify the initial state of CCDT's Internet presence and any initial strategies being employed with respect to the social media and website. Interviews were conducted with those involved in the social media or website postings, with questions directed at understanding how CCDT was using its social media and website. We interviewed Naomi Martin, who is responsible for the Twitter account, the staff members posting to the Facebook and Instagram pages, and the website administrator currently being trained by CCDT's corporate sponsor, Root7. The first question we asked interviewees was which platform they are working with. From there, platform specific questions were asked regarding CCDT's Facebook, Twitter, Instagram, and website. Questions were asked regarding what content the staff members chose to post and how frequently they posted or updated their platform. The staff members working with social networking sites were also asked about their communication with each other and whether there was any joint strategizing and coordination regarding the content and timing of posts. See Appendix A.1 for a full list of questions.

3.1.3 Surveying New Horizon Centre Visitors

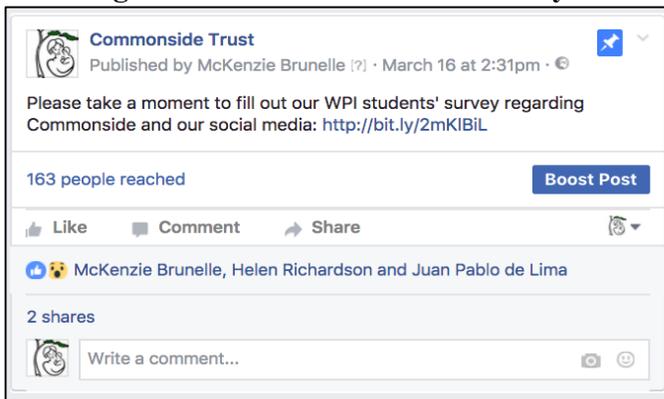
It was essential to survey New Horizon Centre visitors to gauge their initial feedback on the social media at CCDT and what else they would like to see on social media. Getting feedback from CCDT's visitors was important because it told us what was or was not working for CCDT's social media. We created our survey in Qualtrics then distributed it online via social media and in person.

We distributed the survey in person at the New Horizon Centre. We spoke to visitors at the café, market, and various events throughout the week. Some of these events were dance classes, cooking class, and Lunch Club. We also went to the Pollards Hill Library and Hall Place,

a temporary shelter, to survey people. In addition, we attended a financial literacy class at Circle Housing to conduct our survey.

We distributed our survey online on CCDT’s various social media platforms. These posts can be seen in Figure 21. We also reached out to the Pollards Hill Library and Mumsnet Merton & Wimbledon, a local news agency, and asked them to share our survey on their Facebook pages. Mumsnet responded and posted our survey as shown in Figure 20. We joined a local group on Facebook to post our survey called “Merton & Sutton.” This was a group described as a “local group for news & history of Merton & Sutton, + general nostalgia, a social & fun group” (Merton & Sutton, 2017).

Figure 20: Facebook Post of Survey 1



(Facebook, 2017)

Figure 21: Mumsnet Survey Share



(Facebook, 2017)

The questions for this survey can be found in Appendix A.2. The first question was to determine how community members get information about CCDT or its events. If a majority of the responses were not social media then that would be a critical indicator that CCDT's social media is severely lacking or that people do not use social media. In order to determine whether the latter is true, we also asked whether the visitor uses social media. The rest of the questions ranged from what social media accounts do they use, do they follow CCDT, and do they find CCDT's social media postings relevant. We assessed any trends of the community's reception of CCDT's social media accounts. In addition, this survey told us what the community was looking for from CCDT's social media.

3.2 Objective 2: Identifying Effective and Relevant Social Media Marketing Strategies

As described in Background section 2, we identified and researched a number of social media marketing strategies to improve Internet presence. However, out of the mentioned strategies, only certain ones were feasible for CCDT. For instance, given CCDT's financial situation, we did not pursue the use of *hypertargeting* because of the costs that came with it. On the other hand, we decided to analyse the Internet behavior of other nonprofit organisations and launch a campaign to determine effective ways to boost CCDT's social networking power and hopefully improve its presence.

3.2.1 Analysing the Social Media of Other Nonprofit Organisations

Before we traveled to the project site, we looked at the social media and websites of other nonprofit organisations. We looked at the Facebook, Twitter, Instagram, and YouTube for other community organisations in the UK. These organisations were Streatham Youth and Community Trust (SYCT), Wimbledon Community (WimbleComm), Wolves Community Trust, and UK Community Foundations. SYCT is another community trust located three miles from CCDT. Due to its proximity and similar mission, we looked at what this comparable organisation did for its social media. Wolves Community Trust is another similar organisation, however it is located outside of London. In addition, this community trust is sponsored by the Wolverhampton Wanderers, a professional football club. The Wolverhampton Wanderers provide the Wolves Community Trust with resources that may be unavailable to CCDT. Therefore, we believed it was likely that this organisation would have a more thorough social media strategy which could

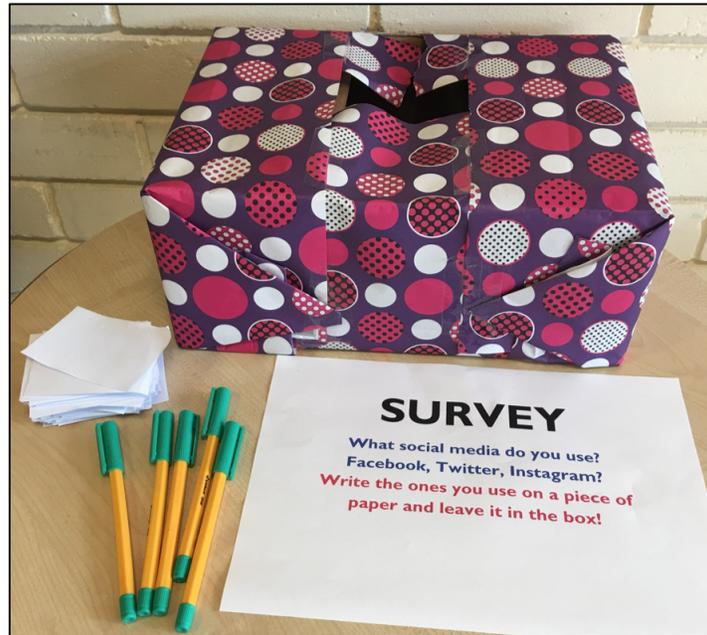
be used as a model for CCDT. Another model organisation we looked at was UK Community Foundations. This is a nonprofit that operates on a larger scale. Similarly to CCDT, UK Community Foundations needs to connect with potential donors, so its social media provided an example of a nonprofit connecting to donors. WimbleComm is a nonprofit organisation which was unable to maintain the lease for its building, and so has shifted to online-only, listing events and available spaces in and near Wimbledon. WimbleComm was brought to our attention by our sponsor, Naomi Martin. The other three organisations were selected from an online search of UK nonprofit organisations.

When looking at these social media pages, we examined the frequency of posts. We knew from previous research that there was a balance between quantity and quality when it comes to valuable posts, and we wanted to see the quantity of posts from similar organisations and the time frame of these posts. The second thing we looked at was the content to learn what these organisations thought was the most important information to share on social media and the ways in which the information was presented. For example, some organisations may use images and videos while others simply post text. While looking at both frequency and content, we assessed engagement levels for different content types. Engagement was measured by the number of likes, retweets, comments, or any other measurable interactions with a post depending on the platform being used. To keep track of this, team members looked at the social media content from each of these organisations from October 2016 to March 2017 and tracked observations in a spreadsheet where information was sorted to determine trends, similarly to the methods used to analyse CCDT's Internet presence described earlier. We used each organisations' number of followers to determine level of engagement.

3.2.2 Surveying New Horizon Centre Visitors

The second survey (see Appendix A.3) we conducted with community members was more informal. This survey consisted of community members writing down which social media platforms they use on a slip of paper and placing those slips of paper in a box, as seen in Figure 22. This enabled us to collect additional data about which platforms CCDT should utilize to connect with its visitors. This survey was quick and simple for people who did not have the time or did not wish to take the full survey. In addition to this some people may have taken both surveys.

Figure 22: Survey 2 Box



3.3 Objective 3: Prototype Potential Future Social Media Strategies

A campaign consists of working in an organized and active way towards a particular goal. Launching one can boost attention temporarily, and if done correctly, permanently. In the social networking world, there are many ways of making a campaign. For example, the use of hashtags on Twitter, Facebook, or Instagram can help spread the word quickly and effectively if done in a well-thought manner. An efficient way of starting (or promoting) a campaign is launching a series of YouTube videos. This can be a good way of getting people's attention if the content is entertaining. Additionally, YouTube videos can be used to promote a certain hashtag, which would bring a broader scope to the campaign. YouTube was analyzed as a possibility for launching a CCDT campaign.

We identified one event and an idea to base two campaigns around. A calendar with the posts for these campaigns is shown in Figure 23. The first planned campaign was to advertise a previously scheduled concert event by the Candy Girls on April 7th. The event was held at the New Horizon Centre and was used as a fundraising opportunity. Our second campaign, Community Contributions, followed how CCDT helps its community. CCDT had already done some preliminary campaigning on the Candy Girls concert by creating a Facebook event, posting across all platforms, and emailing people who attended the event in 2016. This made a good

baseline to compare the effectiveness of CCDT’s usual posting to our proposed strategies. We then began posting advertisements for the event across all platforms. We introduced #CandySide for the event, and included it in each post on each platform to observe how users interact with it. Over this campaign, we observed the analytics of each platform to find any significant differences in the level of engagement between our campaign’s posts and CCDT’s previous posts.

Figure 23: Campaign Post Calendar

Monday	Tuesday	Wednesday	Thursday	Friday
			23. The candy girls is fun for all ages with pictures of children in the 1950s	24. Post about Commonsides support for mothers
27. Monday fun - share an experience you have had with commonside	28. Trivia Tuesday - who are these famous people from the 1950s?	29. Volunteer of the Month	30. While you are out stop by commonside and get your tickets	31. #FunFactFriday Fun facts about the 1950s
3. Monday fun - Come visit the cafe	4. Trivia Tuesday - name these 1950s candies	5. Featured program - Healthy Community	6. Vote for your favorite 50s fashion	7.
10. Candy Girls event photos Winning photo	11.	12. Easter Dinner	13.	14.
17.	18. Trivia - how many volunteers do we have?	19.	20. Volunteer of the Month	21. Answer to Trivia Question
Key: Posts in Pink are part of the Candy Girls campaign Posts in Green are part of the Community Contributions campaign				

At the Candy Girls event, we surveyed visitors as they arrived to determine how they had heard about the event (see Appendix A.4). From the data, we summarized the distribution of how people heard of the event. This distribution was measured against the engagement of event-

related posts across platforms. In this comparison, we observed the differences between analytic and survey data as well as which platform was the most effective in getting people to the event. Any significant difference in data required review to see how or why the data did not match (e.g. a higher proportion of people attending the event due to Twitter may be explained by a popular page advertising the event without retweeting CCDT or using its hashtag).

Our Community Contributions campaign highlighted what CCDT does for the community and volunteers helping out at CCDT. Over the campaign's 4-week period, we created several posts advertising events and services offered by CCDT and other organisations renting space in the New Horizon Centre. For example, just before Mother's Day, we posted about the services CCDT offers to mothers as shown in Figure 24. We also posted digital flyers asking for more volunteers to help out with CCDT's cafe as shown in Figure 25. We also began a spotlight of a Volunteer of the Month to give public recognition to people volunteering at the New Horizon Centre so more people would want to volunteer themselves.

Figure 24: Mother's Day Post



(Facebook, 2017)

Figure 25: Volunteers Needed Post



(Facebook, 2017)

3.4 Objective 4: Recommend Future Social Media Strategies for Commonsense

We provided CCDT with recommendations regarding its future social media strategies. We made recommendations in three broad areas: keeping profiles active, making influential connections, and conducting social media campaigns. For keeping profiles active, we recommended regularly posting across all of its social networks to spread the word through Facebook events, tweets, and Instagram posts. To make influential connections, CCDT should follow (and retweet if on Twitter) influential profiles that will increase its number of connections and enlarge its network; the larger the network, the higher the potential impact on engagement. We found examples of local influential profiles for CCDT to engage with. An influential profile is one with a high follower count and many user interactions (i.e. likes, shares, etc). Lastly, after conducting our campaign we provided CCDT with a model to base future campaigns on. The recommendations in this model were based on our campaign and the lessons learned from it.

3.4.1 Future Social Media Platforms

We created two new pages for CCDT to manage as part of its social media. The first was a blog we incorporated into its WordPress site. The blog acts as a more complete version of CCDT's social media, expanding on stories it posts to provide a more complete explanation or story for users looking for it. Linking back to the organisation's website is a strategy experts suggest (Kabani & Brogan, 2013). The blog did not require implementation of a subscription model (e.g. an RSS feed) as we linked every post back to a relevant story. This increased traffic to CCDT's website by using its subscribers on other platforms.

In addition to social media strategy, CCDT also requested help making video content for its social media. We helped CCDT set up a plan for creating and posting video content on its other platforms, as well as hosting them on YouTube. YouTube can be linked onto most platforms for native support: Facebook, for example, will pull a video's player and summary from a YouTube link. Twitter can fit video links into their character limits by shrinking the link using an online service like bit.ly. WordPress has a plugin to run a YouTube player on-page or in widgets. While each social media platform can play video from its own native player, by hosting on YouTube, CCDT can easily view total viewership of video, and CCDT will only have to upload a video once and then link to it.

3.4.2 Employee and Volunteer Education

To ensure that CCDT's social media will be properly handled after the project term, we trained CCDT employees to run the social media and website. We shared our suggested strategies for each platform. We covered techniques and analytics tools for each platform, how to run a campaign, the importance of synchronized posting, and how to run a blog. Our goal with training the social media managers was to have a team that can handle CCDT's social media as a whole, rather than the individual platforms. We provided a guide to the staff at CCDT regarding all of the recommendations that we shared with the social media managers. Information for this guide was adapted from the various marketing and social media journals found during our preliminary research. This guide can be referenced by the current and future social media managers so CCDT's Internet presence will continue to improve.

4. Findings

We found consistent results when analysing the initial state of Commonsense Community Development Trust's (CCDT) Internet presence and found there was no set strategy. Within the community, most social media users are on Facebook but a majority do not follow CCDT. We also explored the social media strategies of comparable organisations. Then we gathered our results from our campaign to see how much it improved CCDT's Internet presence. With all of these results we then determined what could help CCDT moving forward, such as a refreshed website and a social media guidebook.

4.1 Initial State of Commonsense's Social Media

We analysed the initial state of CCDT's Internet presence by looking at its social media profiles and website, interviewing staff members, and surveying community members. We found that CCDT did not have an optimal social media strategy. The Facebook posts with images had a lower level of engagement, but a much higher reach than those without. Its Twitter account, however, had both higher engagement and reach with images. We found that while the community was on social media, only a minority followed CCDT.

4.1.1 Facebook

As of March 2017, CCDT’s Facebook page had 203 likes and 197 followers. This page content was posts about events happening in the area, as well as spaces available in the New Horizon Centre. During our analysis of CCDT’s Facebook page, we found that 67% of CCDT’s posts contain some sort of additional media, such as images or links. Most images included with posts are flyers for events or services at the New Horizon Centre. Reminder or repeat posts about an event typically contained the same image. Usually a post about an event occurred during the same week as that event with the exception of very large events such as the Christmas Fayre, Bingo, and Candy Girls Concert. CCDT also shared six posts, all pertaining to CCDT or events occurring at the New Horizon Centre.

We determined the level of engagement for each Facebook post as shown in Appendix B.1. To calculate the level of engagement we needed to determine the reach for each post. We determined the average reach for posts with other media to be 214 users and the level of engagement to be 1.66%. For posts without additional media we found the average reach was 88 users while the level of engagement was 2.98%. We then found the total average reach to be 170 with a total average level of engagement of 2.11% as shown in Table 2.

Table 2: Level of Engagement and Reach for CCDT’s Facebook

	Level of Engagement	Reach
With other media	0.0165	214
Without other media	0.0297	88
Total	0.0211	170

We interviewed the two staff members running the Facebook page to determine their personal social media strategies, and found there was no real communication between the Facebook management and Twitter or Instagram management. However, since the same staff person works with the website and Facebook, there is some unity between those platforms. There was no process for deciding when or what to post. Posts occurred when staff members remembered to post or thought of something interesting to post. For example, one staff member posts things like, “it’s a sunny day, come to the market.” Each staff member tries to post at least a couple of times a week. Staff members share some of the information and events CCDT offers on their own private Facebook pages.

4.1.2 Twitter

During our analysis of CCDT’s Twitter profile, we found that 39% of its 141 posts from 01 October 2016 to 25 February 2017 contained other media. Of these posts, one had a YouTube link, and the rest had a single image. Images posted were categorized into two types: event fliers and on-site events. Event fliers were photos of printed posters hanging around the New Horizon Centre, usually for events happening in the same week. On-site events would have a picture of the venue or people attending, and, if there were multiple posts, the picture would repeat.

The overall engagement with CCDT’s Twitter profile can be found in Appendix B.2. The average reach for posts with other media was approximately 223 people and the average level of engagement was 3.98% as shown in Table 3. The average reach for posts without other media was approximately 200 people and the average level of engagement was 1.69%. This gave us a total average reach of 209 people and engagement of 2.58%. The maximum reach was 979 people and the maximum engagement was 11.5%.

Table 3: Initial Engagement and Reach of CCDT’s Twitter

	Level of Engagement	Reach
With other media	0.0398	222.7
Without other media	0.0169	200.2
Total	0.0258	208.9

Our interview with the staff member running the Twitter account also gave us a better understanding of how this platform operated before we arrived. Events at CCDT, news articles, or retweets about local or national news were posted on the account. Likes and retweets from the account were chosen at random, without any real strategy; however, special attention was paid to community events. We also discovered that there was some discussion with other staff members about what was being posted on other platforms such as Facebook, but that in the end, posts on the Twitter account often did not match the Facebook posts.

4.1.3 Instagram

During our analysis of CCDT’s Instagram page we found that all of CCDT’s posts in February 2017 were only photos with captions. The main focus of the Instagram page was promoting the Café in the New Horizon Centre but there were two other categories: sports and

announcements. Out of the 16 posts that were on the Instagram page, half of them were food related, three were sports related, and the remaining five were about announcements relating to services and events at the New Horizon Centre. From our observations of each post, we noticed that they were posted erratically. Again, we found no set strategy on what to post and when to post. Posts we made a few times a week, sometimes sporadically.

Most of the food posts promoted the Café in the New Horizon Centre with the exception of one post. That post was a birthday cake dedicated to a volunteer. All of the sports posts showcased a group of Step Forward members along with CCDT staff members, Jenny and Cheryl, attending an AFC Wimbledon match. The remaining announcement posts highlighted services or events occurring at the New Horizon Centre such as the job fair and the Café. We also found that none of CCDT's Instagram posts exceeded 10 likes and very few posts had comments. CCDT combined the use of some very generic hashtags, such as #Cafe and #Football, with some specific hashtags such as #StepForwardProject. The post with the most user engagement was an announcement for the Candy Girls concert event, which received seven likes and two comments.

Determining the actual level of engagement for the posts that were analysed was not possible. Unfortunately, we did not have access to Instagram's analytics tools prior to our arrival. We were only able to gauge a rough level of engagement by the likes and comments left on each post. A more detailed breakdown of the level of engagement for all of the posts can be seen in Appendix B.3.

4.1.4 Website

After analysing CCDT's website we realised that aside from its events page, it is rarely updated. Currently, a staff member from CCDT and a partner from Root7 are in charge of making design updates, while events are posted automatically every week. Until late March, Hallworth Design hosted the website, but it stopped because it no longer provided hosting services. The website began the process of transferring to a new host on 27 March, after which page views incremented drastically. Before the aforementioned date, Google analytics showed zero or a very small number of views per day.

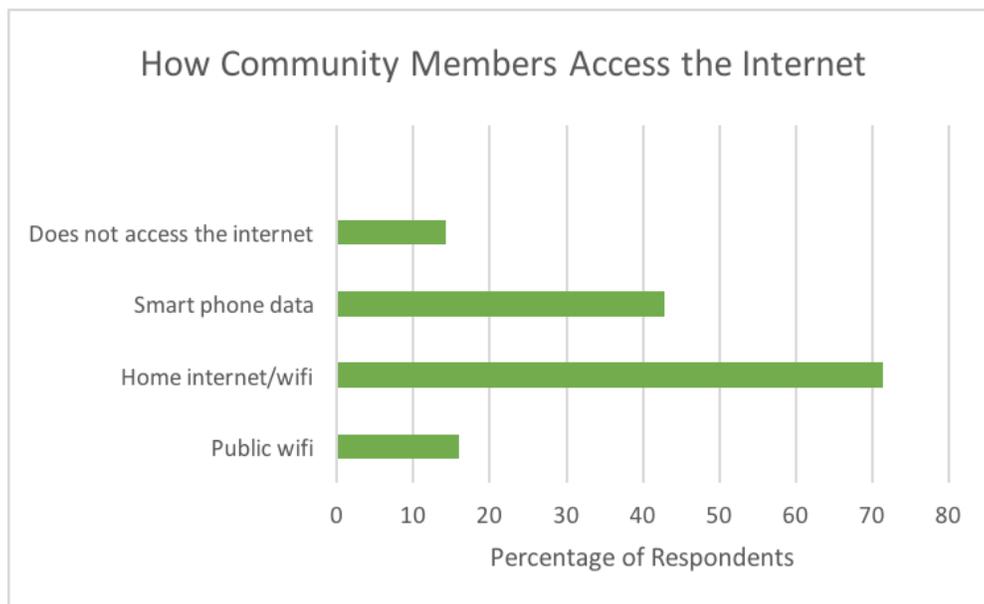
To get a better understanding of the website, we interviewed the CCDT staff member about management of CCDT's website. The news section on the website is updated with events

at the New Horizon Centre. A staff member at Root7 has been a big help for the CCDT staff member by providing assistance with the website. CCDT’s website could use more pictures of things happening at the New Horizon Centre, such as when the mayor visited. An auto-post events widget was used to “let people know about what’s happening as soon as possible.” All events happening at the New Horizon Centre, excluding those happening over the weekend, were posted on the website.

4.1.5 Community Perception of Commonsense’s Social Media

In order to determine the community’s perception of CCDT’s social media, we surveyed 74 community members with the questions in Appendix A.2 Survey 1. Everyone we surveyed was over 18 and a resident of the borough of Merton. 73.0% of responses were collected in person on an iPad, while the remainder came from links to the survey posted on social media. 14.3% of those community members surveyed do not use the Internet, but of the 85.7% that do, the majority access the Internet on their home Wi-Fi or smartphone data, as seen in Figure 26. Very few use public Wi-Fi.

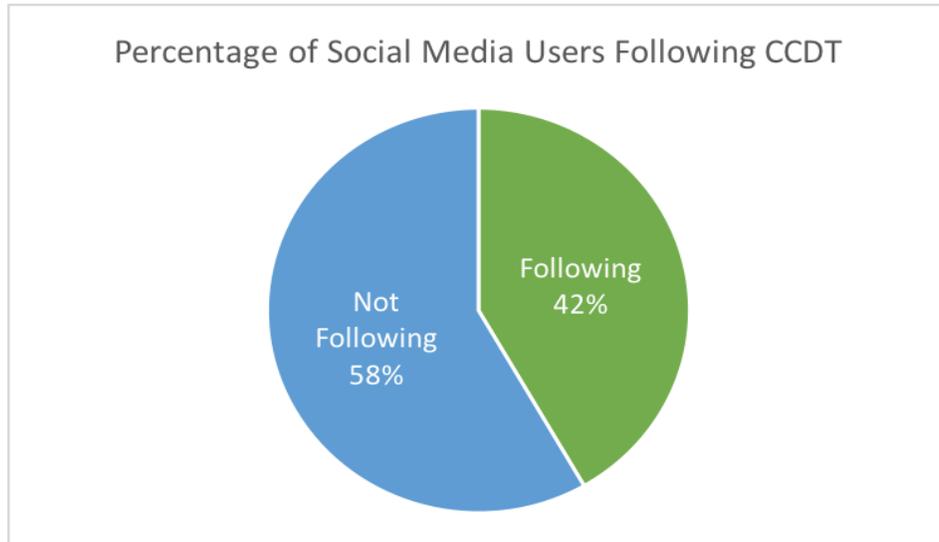
Figure 26: Internet Usage Demographics



While 79.7% of community members surveyed use some form of social media, of those using social media only 41.7% follow CCDT as shown in Figure 27. Among those following

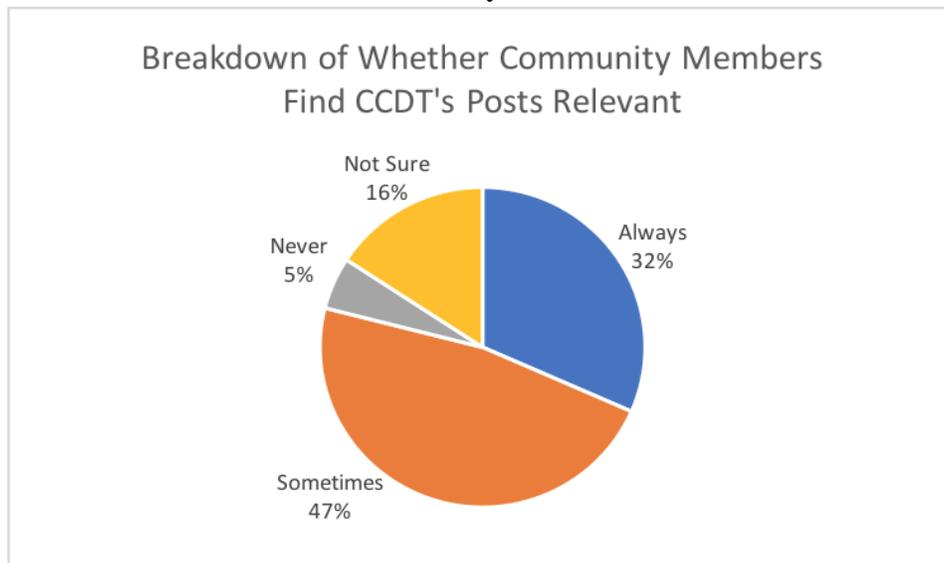
CCDT on social media, Facebook was the most popular platform, with 77.8% of respondents. 44.4% were following CCDT on Twitter and 27.8% were following CCDT on Instagram.

Figure 27: Percentage of Surveyed Social Media Users Following CCDT



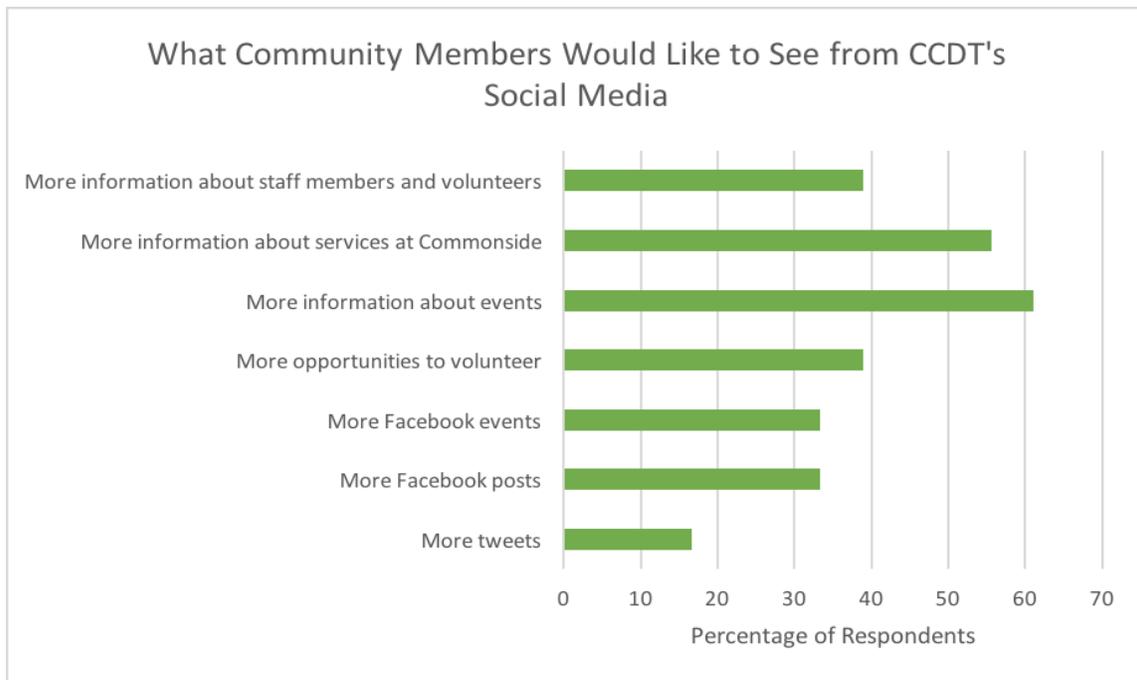
Of those following CCDT’s social media, 79% thought that it was always or sometimes relevant, while only 21% did not find it relevant or did not know whether it was relevant. The full breakdown of these responses is shown in Figure 28.

Figure 28: Breakdown of Whether Community Members Find CCDT’s Posts Relevant



We also asked community members what they would like to see from CCDT’s social media. As shown in Figure 29, we found that the two most important things to community members were more information about events with 61.1% of respondents and more information about services at CCDT with 55.6% of respondents. The least important thing to community members was more tweets.

Figure 29: What Community Members Would Like to See from CCDT’s Social Media



4.2 Comparable Organisations’ Social Media

We examined the websites and social media profiles of four other nonprofit organisations: Streatham Youth Community Trust (SYCT), Wolves Community Trust (Wolves), UK Community Foundation (UKCF), and Wimbledon Community Association (WimbleComm). We found some similar strategies being employed by these organisations.

SYCT is based out of Streatham, and has a mission similar to that of CCDT. SYCT had a website as well as Facebook, Instagram, Twitter, and YouTube profiles. The website was simple, and used a variety of colors and images to enhance its appearance. Its header had the organisation’s logo and links to its social media. SYCT was most active on its Twitter. We analysed 25 tweets posted between 01 March and 13 March 2017, and found that SYCT retweets

its staff as well as famous athletes. SYCT's Facebook was much less active. Hashtags were used often on the Twitter, usually related to Streatham or to promote fundraisers, and mostly unused on the Facebook and Instagram. SYCT's YouTube was rarely used.

Wolves Community Trust is a charity sponsored by the Wolverhampton Wanderers FC. The trust had a similar mission to CCDT in that it worked to serve the community. Wolves had a website as well as Facebook, Instagram, Twitter, and YouTube profiles. The website's color scheme matched that of its sponsor. The home page consisted of the navigation bar, an events banner, and links to Wolves' social media. We analysed 26 tweets from 25 March to 04 April 2017, 9 of which were retweets, with 2 retweeting the Wolverhampton Wanderers. The Facebook page focused on football and the community. Wolves posted on its Twitter and Facebook multiple times per day. Its Instagram commonly used hashtags, some specific to the organisation, such as #wctfutsal, and some generic, such as #education. Wolves' YouTube had over 10,000 subscribers, but had not posted a video in the last four years.

WimbleComm was an online-only organisation that posted local community spaces for rent. WimbleComm had a website, Twitter profile, and Facebook page. The website's design as of 07 April 2017 was very simple: each page had a single green header with banner images above the main body of text. Most of WimbleComm's tweets were about renting community spaces, and used three hashtags specific to WimbleComm. Most of the Facebook posts focused on Christmas 2016, and no hashtags were used. Neither profile was active.

UKCF was a large organisation that provided a network for other Community Foundations in the UK. It had a website, Twitter profile, and Facebook page. The website was visually appealing with bright colors and images, and featured important statistics about the organisation. The website also linked to UKCF's social media profiles. We analysed the 66 tweets posted from 01 March to 10 March 2017, and found that 81% contained additional media. UKCF posted on its Facebook page at least once daily on weekdays.

When examining these organisations' social media and Internet presence, we found that there were some strategies being employed by most of them, as seen in Table 4. Most of the pages we examined posted weekly, if not daily. Many of these profiles regularly used hashtags, both organisation-specific, such as #wimblecomm, and generic. Many posts used additional media, such as images, videos, or links. Three of the organisations we examined shared posts made by influential profiles. Each organisation's website linked to its social media profiles,

which linked back to the organisation’s website. Some posts also contained links to the other profiles or website. All organisations had some uniformity across platforms: posts on each platform matched and maintained their message.

Table 4: Other Organisations’ Strategies

	SYCT	Wolves	Wimble	UKCF
Frequent Posting	1	2	0	2
Hashtag Use	1	2	0	1
Posts with Images/Media	1	2	1	2
Interaction with Influencers	2	1	0	2
Links Between Platforms	2	1	2	2
Uniformity	1	2	1	2
Key: 0 = Never/Rarely 1 = Occasionally 2 = Usually/Always				

4.3 Community Members’ Social Media Use

We conducted two surveys to determine which social media platforms community members were using and how community members accessed social media. We found that most community members use social media, with Facebook being the most common platform. Additionally, in Survey 2, we received responses listing social networks which are not as renowned worldwide. The full distribution of responses can be seen in Figures 30 and 31. We also found that approximately 78% of social media users access social media with their smartphone.

Figure 30: Survey 1 Response Distributions

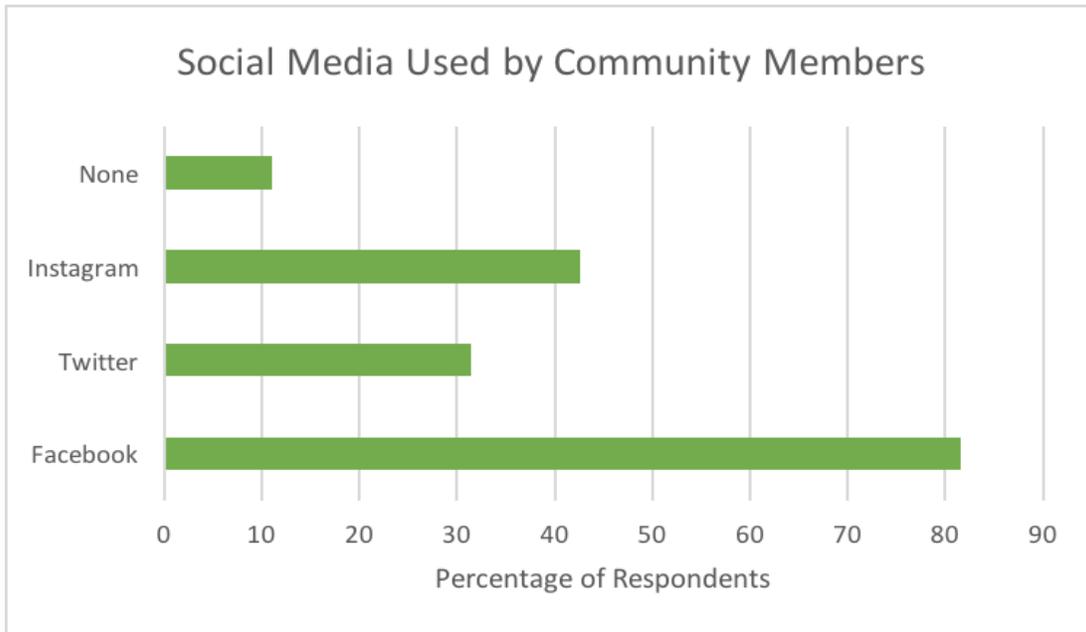
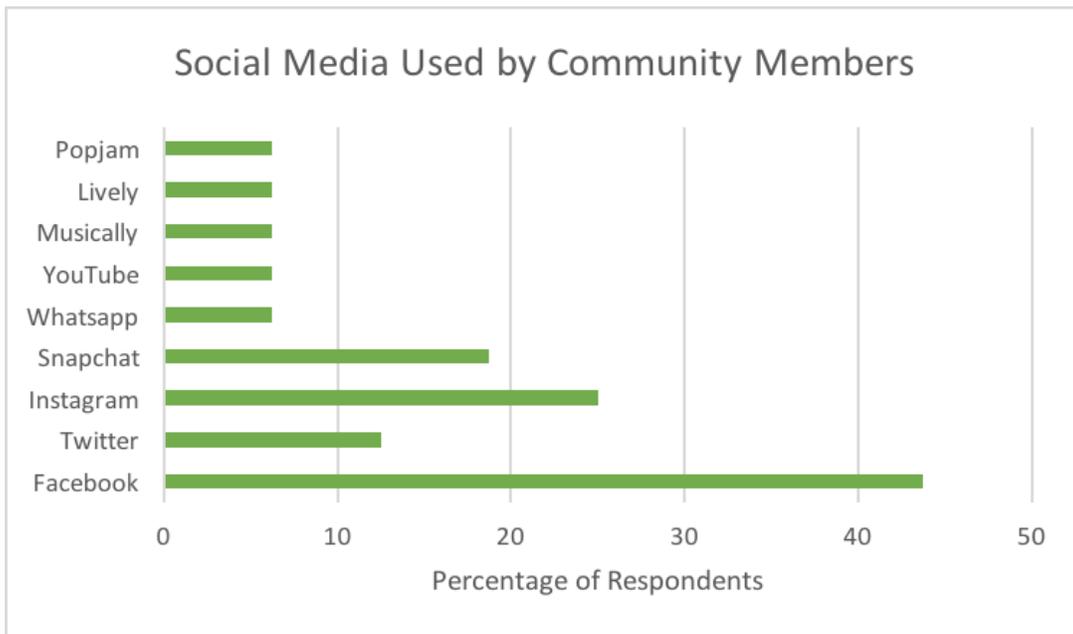


Figure 31: Survey 2 Response Distributions



4.4 Campaigns

We conducted two social media campaigns, the first being Community Contributions. This campaign worked to show how CCDT contributed to its community through its programs and events, in addition to showing community members how they could contribute to their

community through volunteering. The second campaign worked to promote CCDT's Candy Girls concert. Our campaigns improved the overall engagement and reach of CCDT's social media platforms (see Appendix C).

4.4.1 Community Contributions Campaign

For our community contributions campaign, we had nine different posts across CCDT's social media platforms with the "Volunteer of the Month" post also appearing on the website. As previously stated, we did not have analytics data for the Instagram page until a few weeks after the project started so only two Instagram posts were able to be analysed. For the Facebook page, we noticed that the two posts that got the most user interactions and the highest number of profiles reached were the "Volunteer of the Month" and the "visit Guven in the Café" posts. The levels of engagement for those two posts were roughly 5% and 4% respectively but the number of profiles reached was noticeably higher than the rest of the posts.

The average level of engagement for the Facebook page was roughly 4%, for the Twitter page was 3%, and for the Instagram page was 19%. The overall level of engagement across all platforms was approximately 9%. CCDT's Twitter page had the highest average reach with 240. The Facebook page followed with 213.2 and the Instagram page had an average of 32. Our "Volunteer of the Month" post, as seen in Figure 32, generated the most user interactions across all platforms.

Figure 32: Volunteer of the Month featuring Maureen Middleton



Since the March “Volunteer of the Month” post, 212 different users have visited the website in 266 sessions, where a session is “a group of interactions that take place on your website within a given timeframe” (Google, 2017). The bounce rate, or the rate at which customers leave the website after visiting only one page, has decreased from over 80% to approximately 47% since late February. Most of the visitors come from Google, directly (typed the link in the navigation bar), or through Facebook. Additionally, aside from the home page, the ‘What’s On’ page is the most visited. The full list of traffic sources and most visited pages can be seen in Figures 33 and 34.

Figure 33: Website Page Visits as of April 2017

TOP POSTS AND PAGES	
TITLE	VIEWS
/	188
/whats-on/	54
/contact/	34
/about/about-commonside/	32
/about/meet-the-team/	32
/projects/	32
/news/	24
/projects/lunch-club-for-older-people	21
/hire-space/	20
/volunteer-of-the-month-maureen-middleton/	18

Figure 34: Website Traffic Sources as of April 2017

TOP TRAFFIC SOURCES	
SITE	VIEWS
google	386
(direct)	153
m.facebook.com	53
bing	24
fsd.merton.gov.uk	22
facebook.com	8
yell.com	7
local.standard.co.uk	5
mind.org.uk	5
free-fb-traffic.com	3

4.4.2 Candy Girls Campaign

Over the course of the Candy Girls campaign we made seven different posts spread across CCDT’s social media platforms. Overall, the Instagram page had the highest level of engagement with 13%, but it reached the least amount of users. Also, one of the posts was only text so it was not included on the Instagram page. The Facebook page had an average level of engagement of 6%, and it reached a total of 1,299 people. The Twitter page had a lower level of engagement, roughly 2%, but it reached 1,144 people. A similar trend across all platforms is that the “out and about” post, as shown in Figure 35, had the most user interactions. Besides that, there were no noticeable trends. The Candy Girls concert, held 7 April 2017, had 145 ticketed attendees, and CCDT raised £919. Compared to the 2016 Candy Girls concert, there were 43.5% more ticketed attendees, and approximately the same amount of money raised.

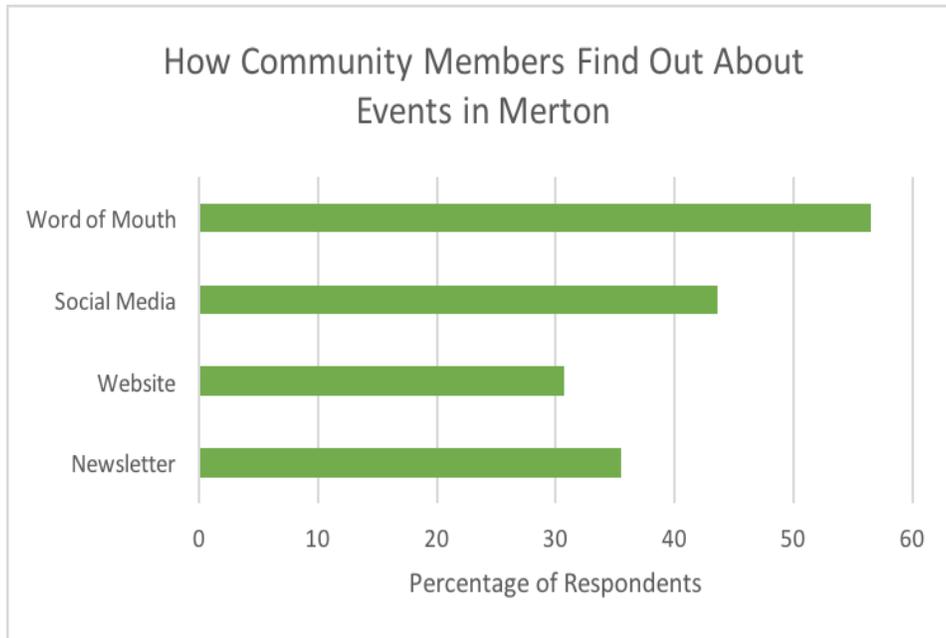
Figure 35: Out and about post from our Candy Girls campaign



4.5 How Community Members Find Information about the Community

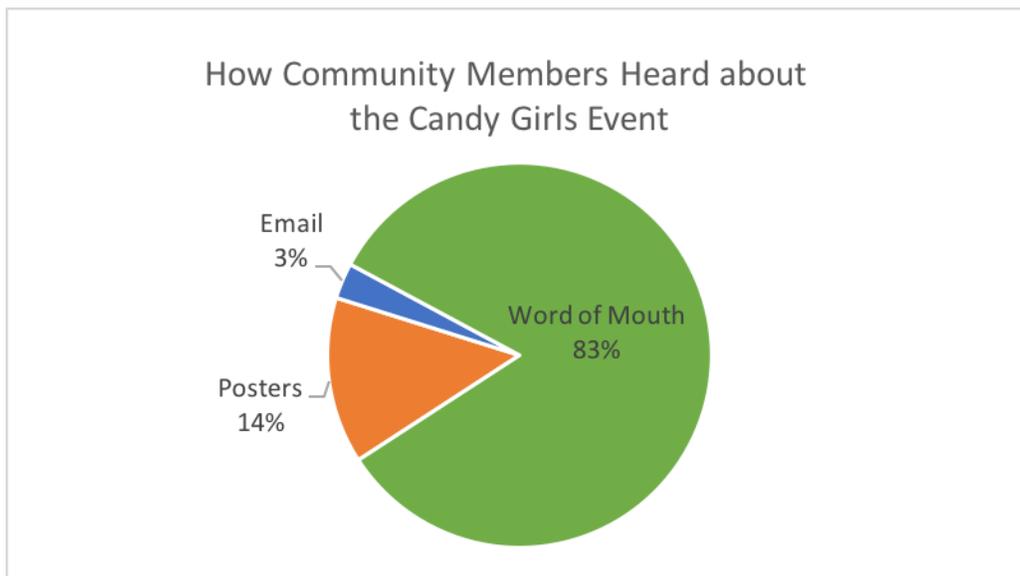
As part of Survey 1, we asked how community members found out about events in Merton. The majority of survey respondents learn about events via word of mouth, as seen in Figure 36.

Figure 36: Survey 1 Community Information Responses



In addition, we surveyed 36 attendees at the Candy Girls event to determine how they had heard about the event, as shown in Figure 37. One survey respondent heard of the event through an email sent by Cheryl of CCDT to the attendees of the previous Candy Girls event. Five respondents learned of the event from the posters CCDT hung around the New Horizon Centre. The other 30 respondents heard of the event from other ticket-holders.

Figure 37: Distribution of how attendees heard about the Candy Girls event



4.6 Future Website Options

Based on our findings, we proposed three different options for CCDT to update its website as shown in Appendix D. The first option would consist of improving CCDT’s current website as much as possible without structural changes. This would mean adding links to its social media platforms, updating content on the Home, Partners and Staff pages, updating the media throughout the website, and adding a Blog page, which would be updated significantly more often. In terms of design, our first proposed option would consist of leaving the site as it currently is.

The second and third options would consist of updating everything from a fresh install of WordPress: content, media, a new Blog page, restructuring or reorganizing the pages, and changing the theme. The only difference between the last two options is that the third option would come with an additional cost, as the proposed theme is not free. The proposed changes are laid out in Table 5.

Table 5: Website Options and Proposed Changes

Proposed Change	Option 1	Option 2	Option 3
Estimated cost of implementation	£0	£0	£52
Updated Content			
Staff members	X	X	X
Home Page	X	X	X
Partners Page	X	X	X
Spending Donations Page	X	X	X
Media	X	X	X
Add social media links and widgets	X	X	X
Updated Design			
Structure		X	X
Theme		X	X
Add a New Blog Page (keeping news tab)	X	X	X

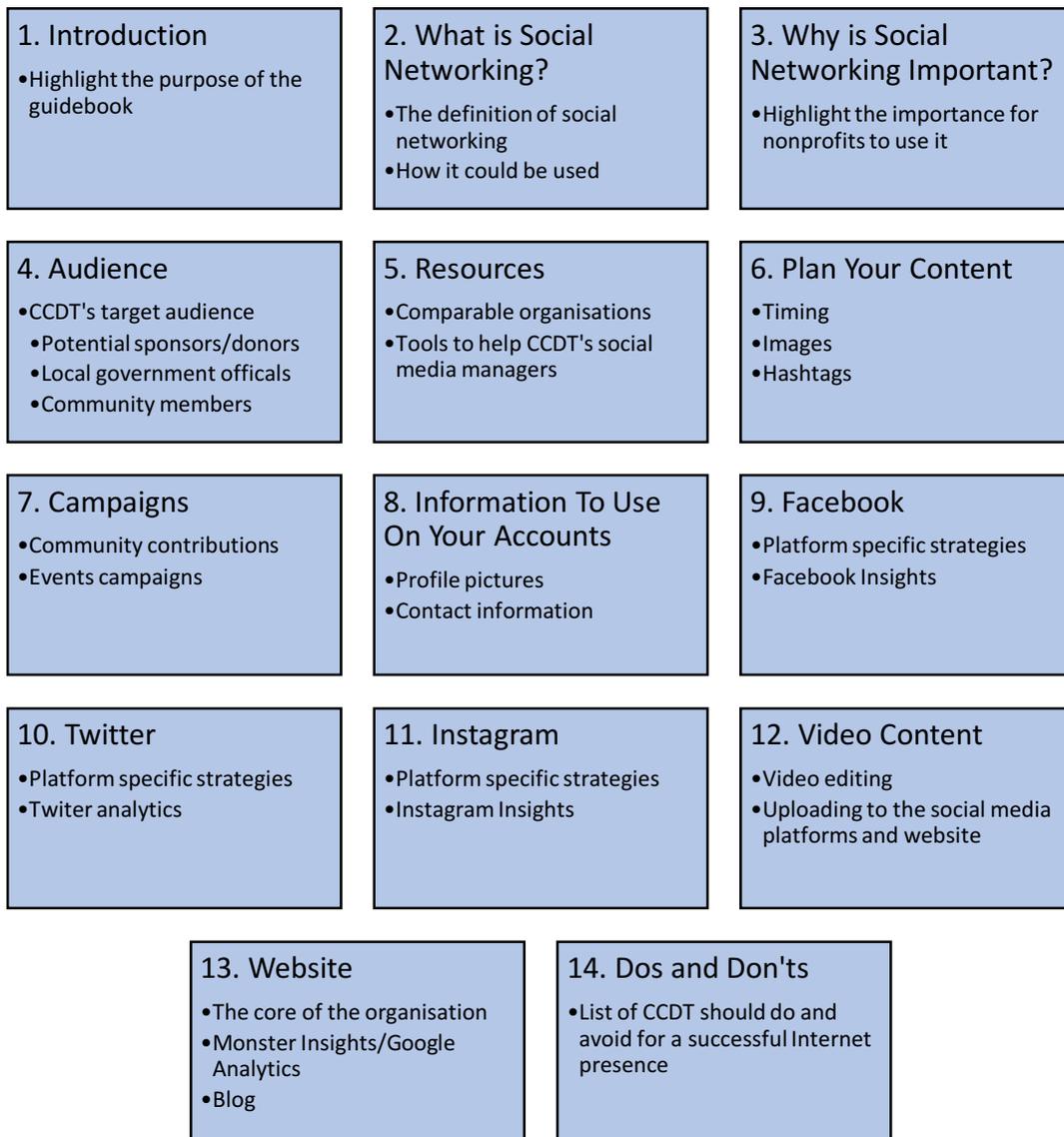
These three options can be implemented easily, as WordPress already provides enough tools to make these changes. However, because option 3 is not free of cost, feasibility varies between the options. These options are further analysed in the Conclusions and Recommendations section 5.6.

4.7 Guidebook

Throughout our research, we found many useful strategies for CCDT staff members to utilize in their future social media use. We organised these strategies into a guidebook found in Appendix E. The first sections included information about what social networking is and why it is important to nonprofit organisations. This included information mentioned in the Background chapter. Next, we provided a list of resources for the staff members to utilize, including Hootsuite, Google Analytics, and Social Mention.

Next, we created a section about audience. We identified the three audience types we think CCDT must address to be potential sponsors/donors, local government officials, and community members. In order to engage each of these audiences properly, we next presented how to plan social media content. In addition to post content, the social media account itself must be engaging and inviting to new viewers, so we laid out what information should be used on each social media profile, including profile pictures and contact information. Next, based on our campaign experience we wrote a section about campaign ideas and strategies. We then wrote about some platform specific strategies and tools. Finally, we wrote a section on Dos and Don'ts. This is a quick, easy to use reference for employees to refer back to. The guidebook is laid out as shown in Figure 38.

Figure 38: Guidebook Layout



5. Conclusions and Recommendations

We concluded that several of the strategies we found through our prior research and campaigns were useful for Commonsense Community Development Trust's (CCDT) social media presence. Using these, we created a suggested plan for CCDT to update both its social media and website.

5.1 Initial State of Commonsense's Social Media

By surveying community members about the current state of CCDT's social media, we found that even though most community members use social media, the majority were not following CCDT. Of those following CCDT, the majority were doing so on Facebook. This is likely due to the fact that Facebook is the most widely used social media platform within the UK, as we found in previous research. When asked what they would like to see on CCDT's social media, the majority of community members answered more information about events and services at CCDT. This is consistent with the majority of CCDT's followers finding CCDT's posts relevant, since in our analysis, we found that many of CCDT's posts were about those topics.

In addition to determining how community members viewed CCDT's social media, we analysed the social media accounts and interviewed CCDT staff to determine how CCDT as an organisation was handling their social media prior to the start of the project. We found that across all platforms, staff members were posting inconsistently since they did not always have time to post. Inconsistencies among posts were also due to the lack of general social media management since there is no single staff member in charge of the social media due to staff limitations in the organisation. Everyone that was interviewed agreed that there was no consistent communication on what to post on the social media platforms. At the end of our interview with Lorraine, she came to the conclusion that all of the social media platforms could use some more unification. Another similar trend is that all of the social media managers were trying to promote the services provided by CCDT and the New Horizon Centre. Shari said that she posts, "anything to do with the Centre to make it better."

When analysing the level of engagement across all platforms, we found that Twitter had an overall level of engagement of 2.5% while Facebook had 2.1%. Tweets with additional media had higher engagement and reach. However, Facebook posts with additional media had a lower engagement level but a much higher reach. Since engagement level is calculated using reach, and the reach on posts with media was 2.4 times larger, it is likely that the higher level of reach was part of the reason for a lower level of engagement. We can infer that additional media is likely to lead to more post views, but does not ensure more post interactions.

While the strategies we found were to be expected due to the organisation's limited staff and resources, the practices being employed by CCDT were not the most ideal or effective. The

social media platforms should be unified in their message, which they were not. In addition, posts occurred very irregularly, with many posts containing no additional media. In order to fix this issue, the staff must be educated on proper social media strategies.

5.2 Comparable Organisations' Social Media

After analysing four additional nonprofit organisations in the UK, as shown in Findings section 4.2, we noticed some strategies that work positively towards a strong Internet presence; some of these are platform-specific, while some can be applied to any planned Internet activity.

First, posting regularly is increasingly important. WimbleComm does not have a strong Internet presence, which can be largely explained by the fact that they rarely post; not keeping followers updated will drastically decrease their level of engagement.

Second, including additional media with posts can positively influence their reach. As explained in Background section 1, the quality of posts is something to prioritize over the quantity. Quality can be attained in several ways, one of which is including media with posts. An example can be seen in Findings section 4.2: whenever UK Community Foundations used media with their tweets, the level of engagement of its posts approximately doubled.

Third, having the right influencers will drastically help enlarge a network. SYCT does this very effectively on their Twitter profile, as most of their tweets are retweets. An example of a great influencer for SYCT is Isaac Chamberlain; he has thousands of followers and is well renowned around London. By interacting with profiles this large, SYCT has attained over one thousand followers on Twitter. CCDT could really benefit by finding influencers and reaching out to them publicly.

Fourth, the use of hashtags has a good chance of improving the reach and/or level of engagement of posts if used correctly. This would require knowing who to target and how to do so. For example, SYCT uses hashtags very effectively in their Instagram profile. They mainly use two different types of hashtags: those that promote events (e.g. #thisGirlCan) and those that address a community (e.g. #Streatham). These are both relatively specific, which help target people who are actually interested and may cause a positive influence. Extremely generic hashtags should be avoided, as they link to millions of posts and hence, do not provide any boost on the level of engagement.

Lastly, having links between profiles (more specifically from the website to the social networks and vice versa) will help in creating a uniform identity and strengthening Internet presence. All of the analysed organisations provide strong links.

5.3 Community Members' Social Media Use

Both Survey 1 and Survey 2 showed that most community members primarily used Facebook. With this information, CCDT staff members should prioritize posting and updating the Facebook page since it reaches the most community members, but that does not mean they should ignore the others. It is still important to grow a following on the other platforms such as Instagram. Having all social media platforms operate on a high level of engagement will likely be beneficial to CCDT.

Additionally, both surveys showed similar trends with the other social media accounts, such as Twitter and Instagram. Both Twitter and Instagram trailed behind Facebook with the second and third largest followings respectively. We noticed that only one person put down YouTube as a social media platform which is interesting because from our research we observed that YouTube is a popular platform in the UK. It is likely that most people we surveyed mainly thought of Facebook, Instagram, and Twitter as social media platforms and did not really consider other platforms. Since YouTube is used less as platform for social interaction and more as a video player, some people may not have considered it a social media platform at all. YouTube was also likely unmentioned because it targets a much younger audience aged 18-34, while many of the New Horizon Centre visitors that we surveyed appeared to be outside that age range.

5.4 Campaigns

From our campaigns, we found several successful strategies. As previously asserted, posts with images had approximately the same number of interactions as posts without, but had several times more views. While CCDT does not need people to be interacting with its page directly, they do want more people to see what they do for the community, as mentioned in the Introduction and Background chapters. From this, we can conclude that all posts should have images to reach the maximum number of people possible.

We also found several strategies that had negligible impact on CCDT's reach and interaction. Experimenting with the timing of posting had no noticeable impact on the viewership or engagement over the course of either campaign. The "Volunteer of the Month" video posted as part of #CommunityContributions got a total of 17 views on YouTube. While many people spoke about the post, this means that few people watched more than 30 seconds of the video. This may be because either that the video was too long, or that people were not interested in watching YouTube videos.

The Candy Girls survey showed us that people mostly hear about events in the New Horizon Centre from each other. Although the analytics data showed that people were reading and watching our Candy Girls content, we were unable to confirm that we caused any ticket sales through our advertising on social media. A large enough portion found out about the event through posters around the New Horizon Centre, and we recommend that CCDT continue to make posters. Also, as one of the people surveyed mentioned that she heard of the event from the email list Cheryl obtained at the previous year's Candy Girls event, we recommend CCDT look into starting an email list to send notices to the New Horizon Centre's visitors of upcoming events.

There were more ticket sales at the Candy Girls event this year than last, but CCDT raised approximately the same amount of money. At the 2016 concert, multiple staff members of Root7 attended the concert and spent approximately £200 on the raffle. At the 2017 concert, more community members attended and attendees spent less on the raffle. There is no evidence that our campaign had an impact on ticket sales. People attending last year's concert likely told others about their experiences, which would have caused a much higher proportion of attendees learning about the concert through word of mouth.

The #CommunityContributions campaign was more successful than the Candy Girls campaign on social media. This was likely due to #CommunityContributions being more personal: people interested in CCDT want to know more about who is a part of it. Candy Girls, on the other hand, was an extended advertisement trying to attract people for a one-off event. Event campaigns should focus more on posters and notices, but campaigns based on an idea should continue to be posted on social media.

For a successful social media campaign, it is important to have a great strategy before implementation. If a campaign is being built based off an event it is helpful to build a timeline

leading up to and around the event. Coming up with ideas on what to post based on the event is very helpful. With our Candy Girls campaign we planned our strategy for the two weeks before the concert. We knew what to post and when to post, and we coordinated the posts beforehand. Another important aspect to remember is the audience that the campaign is targeted for. Our community contribution campaign targeted local residents in Merton, which was possible since most of CCDT's social media followers were Merton residents. Our posts let them know about the services occurring at the New Horizon Centre as well as opportunities to contribute to their community through volunteering. It is important to keep on interacting and engaging with the target audience; give them something that will let them think or have fun.

An idea or event that a campaign is built around needs to be sustainable. Our Candy Girls campaign allowed us to post anything relevant from the 1940s-1950s which gave us a lot of material for posts. The community contribution campaign can be maintained for a long time if there is sustained effort by those running it. Our community contribution campaign is simply built on the idea of helping the community and the options for this are endless. For example, the "Volunteer of the Month" post can be continued.

5.5 How Community Members Find Information about the Community

Word of mouth was the most popular way that community members received information about the community based off of the results from Survey 1 and Survey 3. However, social media is still an important tool to convey information to a community quickly and accurately. Our research has shown that a majority of the population in the United Kingdom uses some form of social media and the number of people using social media will likely increase. So, it is essential for CCDT to revamp its social media and website to engage its target audience of community members, potential sponsors and donors, and local government officials.

5.6 Website

Although it is up to CCDT to determine its future website option, we have identified reasons why we would or would not recommend each option.

The first option essentially consists of refreshing the current website. This is completely feasible and does not take much effort to implement. It would require going through the website and updating old information, as well as adding a blog page. However, we would not recommend

this option as it is too conservative: it keeps Commonsense's outdated WordPress theme. It is not worth putting additional time and effort into the current site, as it likely will not help improve CCDT's Internet presence and there are better options, both in terms of ease of use and aesthetics.

The second and third options consist of updating the website's design as well as its content. These options would involve changing the Commonsense website to a new WordPress theme after updating the content. This would not only give the site a fresh look, but will also make it mobile-friendly. The second option recommends a free theme, while the third recommends a premium one. In terms of cost, the second option is just as feasible as the first one, while the third option requires additional funds. Both the second and third options require more time and effort than the first one, but neither requires more effort than the other. We have already designed a base for both of these, so additional efforts would be minimal. Therefore, we recommend taking either option 2 or option 3, whichever one the CCDT staff prefer and are able to financially support. If CCDT is unable to spend additional funds, we recommend taking option 2.

Whichever option is chosen, we still have some additional recommendations of how to maintain the website. First, every piece of software used for website management in the WordPress platform should be kept up to date. Not only will this create a more enjoyable user environment, but it will also drastically increase the security of the website. There are some plugins that will automatically update WordPress, and some web hosts offer this service as well. Second, the blog page should be updated at least once a week in order to keep visitors returning to the site. This does not require a lot of time in website development; it only requires posting about important announcements about the trust or "Volunteer of the Month" posts. Third, links to the website, or to posts on its blog, should be regularly posted across CCDT's social media platforms.

5.7 Social Media Strategy and Education

Through our research, we have determined some successful social media strategies. We have four major strategies which we recommend:

1. *Include additional media such as images, videos, or links in posts.* This will lead to a higher reach for each post, meaning more community members will see what is going on with the organisation.
2. *Social media posts should include links to CCDT's website.* This will allow followers to find out more information about the topics they are interested in without having extremely long posts that people will ignore.
3. *Schedule posts ahead of time using Hootsuite.* This will allow staff members to post more consistently, and will allow them to fit social media into their busy schedules.
4. *Always keep audience in mind.* Remember who your post is geared toward and plan it accordingly. This will help you reach the target you have in mind.

We recommend that these strategies be presented to the CCDT staff through a guidebook and education. The guidebook of strategies that we developed can be found in Appendix E. In the guidebook, we first laid out what social media is and why it is important for CCDT. This is necessary for the employees of CCDT to understand why they should be placing a greater emphasis and attention on their social media use. In the following sections, we discussed specific resources and strategies. Since many of the employees only focus on one or two of the social media platforms, we created separate sections for platform-specific information. Overall, we tried to be as detailed as possible without making the guidebook too overwhelming or time consuming.

In order to ensure that the staff members truly understand the information in the Guidebook, we conducted one on one educational sessions with the employees running CCDT's social media. For this education, we held one hour long training sessions as shown in Appendix F. We walked staff members through much of the information in the guidebook then provided them with a demonstration on how to use Hootsuite. Staff members were very receptive towards Hootsuite and are planning on utilizing it. We provided staff members with the opportunity to get clarification on any sections of the guidebook and ask any additional social media related questions they had. The staff members, who had previously noticed the need for a uniform brand, agreed that having the same profile and header photo across platforms is a good practice.

5.7.1 Video Content

As part of our guidebook we included a section about creating video content. YouTube is a helpful tool for CCDT to centralize video content, but it is not feasible as a social media

platform. YouTube allows for a single video post to be shared across all platforms, and provides analytics for the video overall.

Once CCDT staff create video content, YouTube will be the best platform to host it. However, the analytics data we received from our “Volunteer of the Month” video showed very few people watched the video put on YouTube. Only a small portion of the visitors to our “Volunteer of the Month” post on the CCDT website, which was only a small portion of the people who saw the links on CCDT’s social media pages, watched the video. Future research into video content is necessary.

Creating video content is possible for CCDT. Any employee or volunteer with a smartphone with a camera can take quality video. The video can then be edited from the phone or be moved to a computer to be edited with stock programs, such as iMovie or Windows Movie Maker, to make cuts or add basic effects and transitions. Shooting and editing has a variable time commitment, depending on user skill, and the amount of editing to be done. After editing, video can be uploaded to CCDT’s social media pages, or added to CCDT’s WordPress website. However, due to limited staff and resources we recommend that CCDT focus on taking pictures at events for social media posts rather than spending additional time on video.

Should CCDT choose to move forward with creating video content, what to film is another important consideration. Although the analytics for the “Volunteer of the Month” post showed low video viewership, people in the New Horizon Centre spoke well of it for several days after its posting. Similarly, images of the events (e.g. Candy Girls) and services (e.g. the Café) at CCDT have been well received. Therefore, video content should focus on the people of CCDT and the happenings and events at the New Horizon Centre. These two categories of video content are likely to be the best received, and the most likely to be viewed, as long as videos are not too long and are filmed and edited properly.

5.8 Limitations & Future research

One limitation to our project was time. We began campaigning the Candy Girls concert on 23 March for an event happening 07 April. This gave us approximately two weeks to advertise the event, while it had been announced a few months prior. For future experimentation of events and CCDT’s social media, a team should launch an event at the start of the project term, and campaign over its duration.

While the New Horizon Centre has approximately 2,000 visitors per week, many were repeat visitors or family groups. This limited the number of responses we were able to obtain for our first survey. Also, because most of our surveying was done in person during working hours, we limited ourselves to people who do not work day shifts and were visiting the New Horizon Centre while we were there.

We did not receive analytics credentials for Instagram or the website until one to two weeks after we arrived on-site. We were not able to draw any conclusions for planning Instagram posts for our campaigns, or see which pages on the website people were accessing before the project period. Even once we had analytics information, there were limits to the data this provided. We could only see number of users engaging with a post and number of people the post reached. There was no user demographics information available or other detailed information about followers. So, as social media analytics evolves to include more information, additional analysis of CCDT's social media should be completed.

In addition, the primary subject of our research was social media. This is a new field of marketing with many variable components. For this reason, there was limited prior research available and many of our findings are subject to rather rapid change. So, we recommend that future research continue on nonprofit social media use and that future CCDT staff members keep this in mind when reading our guidebook and recommendations.

We recommend that a future project examine and discuss the feasibility and effectiveness of video content for CCDT. Our video did not receive many views; however, our sample size was too small to draw conclusions. A future project should also determine whether or not CCDT has the time, equipment, and staff to handle regular video content.

5.9 Conclusion

Despite some limitations to our research, we gathered enough information to be able to recommend which social media strategies CCDT should use moving forward. They should post regularly using Hootsuite, include additional media with posts, link between the social media and website, and use hashtags. Since most community members use Facebook, we recommend CCDT focus on that platform. In addition, through our experience in running the two campaigns, we have been able to improve CCDT's social media and provide campaign-specific strategies.

To present these recommendations to CCDT in a sustainable way, we created a guidebook for CCDT social media managers, which we presented through training. In addition, to improve CCDT's Internet presence we presented them with a plan for a reworked website. From this project, CCDT should have all of the tools it needs to have a successful Internet presence moving forward.

5.10 Reflection

Brunelle, McKenzie

Working at the New Horizon Centre has taught me a lot about community. Seeing the tight knit group of people working at and visiting the centre was something unexpected for me. In a city as large as London, and with the number of visitors that enter the New Horizon Centre, I thought I would just see a lot of new faces passing by. However, I have gotten to know many of the staff, volunteers, and visitors. In my time chatting with these community members I learned more about London than my own travels could have taught me, and I got to see how close this community is.

In addition, working on this project has helped me grow academically and professionally. Seeing a project of this magnitude to completion took a lot of time, energy, and patience. I feel as though I am more prepared to complete my MQP project next year with the professional writing and teamwork skills I have learned. While we were a group of four very different people from different backgrounds, we were able to come together and deliver a successful product.

de Lima, Juan Pablo

A couple of months ago, we were doing research on the Commonsense Community Development Trust in Worcester. We found general information about what they do, where they're located, and their staff. After arriving, however, I realized Commonsense shouldn't be reduced to what can be found on the Internet. I finally understood why Commonsense needed a revamped presence both in its social media platforms and its website. The Trust was in need of an image that accurately described how much it means to the people they serve. "Commonsense is like my second family", said Maureen Middleton during her interview for the volunteer of the month post. This was just one of many examples that outline what Commonsense means to its

staff, the community, and the rest of the people that visit regularly. It was suddenly very clear why this was a meaningful project.

Since our arrival, we have put all of our efforts towards achieving this objective. We knew it was going to be a challenge to make this project not only a big impact to Commonsides current image, but to its future Internet presence. Although it was a tough journey, I learned many things from it. For example, I learned how to work efficiently with limited resources, as Commonsides needed to get the most out of what they had. Additionally, I continued to improve my skills in working with a team, which will be very important for my career and day-to-day life situations. I am confident this process left a positive impact in the Trust, the community, and our team.

Fong, Thomas

During our time at CCDT I learned a lot about nonprofit organisations and how important they are to communities. The staff members at CCDT work hard to deliver such great programmes for the community which was very impressive to see. When I went to the Wimbledon Foundation event near the beginning of this project I got to learn what other organisations do and I was personally moved by them. My dad once told me the best way to learn about a new place is to understand the locals and make an effort to engage with them in their native language. So, connecting with community members was quite an educational and memorable experience.

This project has been a long journey that had its ups and some downs but overall I believe we prevailed. We persevered and delivered a great project that will leave a solidify our legacy at Commonsides Community Development Trust (CCDT). I believe that this project will help me with my future career wherever they might be. This project required some of best assets such as persistence, communicating with my team, and overall teamwork. Some of my weaker assets were improved such as communicating with those outside my team, aggressiveness, and my editing skills. I have become a more well-rounded team player that can tackle any project or task that is thrown my way. As long as it's nothing totally absurd or something I know absolutely nothing about such as, perfecting open heart surgery. I have put a 110% effort into this project and this may have been some of my finest work.

Redding, Dominic

Our project with CCDT has taught me about working with a community. I had never worked with a community organisation before the IQP; everything I did at school, volunteering, or work was just for the sake of who I was working for. Working alongside CCDT has shown me just how important helping nonprofits can be: they need more staff, more time, and more help. It felt like we were pulled in every direction between helping out with the social media for our project, as well as helping around the New Horizon Centre. I definitely won't forget the efforts everyone put in at the Candy Girls concert. We went in expecting to get some work done on our paper before surveying attendees, but we ended up spending several hours that day helping CCDT set up the event.

While the project was stressful at many times, it was something I will never regret. It has made me a better team player, and more willing to do things outside of my comfort zone. Before CCDT, I don't think I would have been comfortable walking up to people for surveys. Now, I still don't feel comfortable with it, but I know I can do it without a problem. I would like to continue to improve my people skills. I can definitely improve my communication skills, and I should try to always do more than what is asked. I am thankful for the opportunity to work alongside an organisation like CCDT, and I believe this is my best work yet.

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Appendix A: Survey/Interview Questions

A.1 Interview 1: Interview staff members involved in CCDT's Internet presence

- What platform(s) do you run
- What type of content do you tend to post?
- Is there a process for deciding what to post and when to post it?

Twitter

- How often do you post?
- Are there guidelines in place for determining what to like or retweet?
- Do you post the same things as/consult with the FB?

Facebook/Instagram

- How often do you post?
- Are there guidelines in place for determining
- Do you post the same things as/consult with the Twitter?

Website

- How often do you update it?
- How do you decide what is on the news page?
- How frequently do you update the calendar page, and are all events included on this page?

A.2 Survey 1: Initial Community Survey

Preamble:

Thank you for agreeing to participate in this study conducted by a team of students from Worcester Polytechnic Institute. The aim of this survey is to understand Commonsense Community Development Trust's current Internet presence. Your participation in this study is voluntary and you may stop at any time. 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 aggregate and with no personal identifying information.

For questions regarding the research study, please contact our advisors, Prof. Adrienne Hall-Phillips (ahphillips@wpi.edu) or Prof. Josh Rosenstock (jrosenstock@wpi.edu). For questions regarding your rights as a research participant, contact the Human Research Protection Program at Worcester Polytechnic Institute, Worcester, Massachusetts, USA (irb@wpi.edu).

If you agree and are ready to participate in this survey, please click here to start the survey and indicate your consent to participate. By agreeing you are verifying that you are over the age of 18.

Questions:

- How do you currently find out about events happening in Merton? (Select all that apply)
 - Newsletter
 - Website
 - Social media
 - Word-of-mouth
 - Other _____
- What social media do you use? (Select all that apply)
 - Facebook
 - Twitter
 - Instagram
 - Other _____
 - None
- How do you access social media? (Select all that apply)
 - Home computer
 - Public computer
 - Smartphone
 - Tablet
 - Other
- Why do you use social media (to follow friends, to learn about current events, etc.)
- Do you follow Commonsense on social media?
 - Yes
 - No
- If so, on what platform(s)?
 - Facebook
 - Twitter
 - Instagram

- Does Commonsense post information that you find relevant?
 - Always
 - Sometimes
 - Never
 - Not sure
- What do you want to see from/about Commonsense? (Select all that apply)
 - More tweets
 - More Facebook posts
 - More Facebook events
 - More opportunities to volunteer
 - More information about events
 - More information about services at Commonsense
 - More information about staff members and volunteers
 - Other _____

A.3 Survey 2: Social Media Box

Preamble:

Thank you for agreeing to participate in this study conducted by a team of students from Worcester Polytechnic Institute. The aim of this survey is to understand Commonsense Community Development Trust's current Internet presence. Your participation in this study is voluntary and you may stop at any time. 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 aggregate and with no personal identifying information.

For questions regarding the research study, please contact our advisors, Prof. Adrienne Hall-Phillips (ahphillips@wpi.edu) or Prof. Josh Rosenstock (jrosenstock@wpi.edu). For questions regarding your rights as a research participant, contact the Human Research Protection Program at Worcester Polytechnic Institute, Worcester, Massachusetts, USA (irb@wpi.edu).

If you agree and are ready to participate in this survey, please place a sticky note on the whiteboard in the appropriate areas. By agreeing you are verifying that you are over the age of 18 and are a visitor of the New Horizon Centre.

Question:

- What Social Media platforms do you use?
 - Facebook
 - Twitter
 - Instagram
 - Other _____
 - None

A.4 Survey 3: During/post campaign

Preamble:

Thank you for agreeing to participate in this study conducted by a team of students from Worcester Polytechnic Institute. The aim of this survey is to understand Commonsense Community Development Trust's current Internet presence. Your participation in this study is voluntary and you may stop at any time. 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 aggregate and with no personal identifying information.

For questions regarding the research study, please contact our advisors, Prof. Adrienne Hall-Phillips (ahphillips@wpi.edu) or Prof. Josh Rosenstock (jrosenstock@wpi.edu). For questions regarding your rights as a research participant, contact the Human Research Protection Program at Worcester Polytechnic Institute, Worcester, Massachusetts, USA (irb@wpi.edu).

If you agree and are ready to participate in this survey, please click here to start the survey and indicate your consent to participate. By agreeing you are verifying that you are over the age of 18 and are a visitor of the New Horizon Centre.

Question:

- How did you hear about <EVENT_NAME>?

Appendix B: Commonsense Social Media Analysis

B.1 Facebook

Date	Type of Content	Additional Media	Likes	Shares	Comments	Reached	Level of Engagement
2/27	Reached 200 likes		10			172	0.05813953
2/27	Shared: Step Forward Craft Club		2			51	0.03921568
2/22	NHS Changes	Image	1	1	1	179	0.01675977
2/22	Candy Girls	Image		1		158	0.006329113
2/22	First Aid Training		3	1		78	0.05128205
2/21	Job Fair	Image		2		185	0.01081081
2/19	Donations		1			119	0.008403361
2/16	First Aid Training	Image	2	2		262	0.01526717
2/14	Update: Business Hours		1			26	0.03846153
2/14	Event: Candy Girls	Event	7			NA	
2/11	Shared: Valentine's Craft Session	Image				34	0
2/8	Shared: Step Forward playscheme					46	0
2/8	New Instagram Account					92	0
2/3	Market and café	Image	4			226	0.01769911
1/17	Hire-able spaces	Image		1		116	0.008620689
1/17	Candy Girls	Image	1	4	2	620	0.01129032
1/6	Mini market		1			57	0.01754385
1/3	New Year, info about a few programs		1	2		151	0.01986754
12/23	Altered Hours	Image				136	0
12/13	Staff member leaving	Image	13	1	5	681	0.02790014
12/8	Shared: Step Forward Christmas Party				2	61	0.03278688
12/2	Christmas Fayre	Image		1		217	0.004608294
12/1	Book Exchange	Image	3			218	0.01376146
11/18	Christmas Bingo	Image	6			114	0.05263157
11/17	Shared: Merton Council post about Commonsense restart party	Image				23	0
11/17	Christmas Party	Image	2	1	2	377	0.01326259
11/16	Christmas Fayre	Image	2	3	2	338	0.02071005
11/10	Remembrance Event	Image	1			86	0.01162790
11/8	Drug Awareness Session		1			21	0.04761904
11/4	Dick Whittington	Image	1			90	0.01111111
11/4	Money raised for MacMillan Cancer support		7			134	0.05223880

11/4	Remembrance Event	Image	2	1		262	0.01145038
10/20	Fancy Dress Party	Image	2	2		132	0.0303030
10/19	Thank you for sharing our events		4	1		73	0.06849315
10/18	Christmas Bingo	Image	8	1	2	508	0.02165354
10/4	Fancy Dress Party	Image	4			184	0.02173913
10/4	Cherubs @ New Horizon	Image				160	0
9/30	Thank you for coming to coffee morning		2			128	0.015625
9/30	Coffee Morning underway	Images	6		2	184	0.04347826
9/28	Shared: Step Forward Little Chefs		1			23	0.04347826
9/28	Coffee Morning		1			150	0.00666666
9/27	Shared: FoodCycle Merton's first cook @ New Horizon	Images				20	0
9/21	Bingo thank yous		3			129	0.02325581
9/9	Bingo night	Image	3	2	2	433	0.01616628
9/7	Shared: Step Forward Cherubs Daycare	Link	1			54	0.01851851
9/1	Images of flowers	Images	7			135	0.05185185
8/26	Altered Hours		1	1		112	0.01785714
8/13	Performance by Kath	Images	3			56	0.05357142
8/13	Fire Engine Photos	Images	2			146	0.01369863
8/13	Food on offer today		1			40	0.025
8/13	Sunfest photos	Images	1			59	0.01694915
8/13	Sunfest photos	Images	5			353	0.01416430
8/13	Sunfest	Image	4	2		446	0.01345291
8/8	Graphic Design Workshop	Image	1	2		190	0.01578947
8/4	Cooking workshops	Image				46	0
8/4	Sunfest	Image		3		262	0.01145038
	Average		3.14	1.67	2.22	170.05	0.02113748

B.2 Twitter

Date	Type of Content	Additional Media	Likes	Retweets	Replies	Clicks	Views	Level of Engagement
2/25	Event	Image	1	1	0	1	122	0.008196721311
2/21	Event		0	0	0	0	70	0
2/16	Event	Image	0	1	0	2	120	0.01666666667
2/16	Event		0	0	1	2	95	0.02105263158
2/16	Misc		0	0	0	0	74	0

2/14	Event		0	1	0	3	114	0.02631578947
2/13	Advertisement		0	1	1	3	150	0.02
2/13	Partner		2	1	0	5	189	0.02645502646
2/13	Misc		2	0	0	12	104	0.1153846154
2/13	Misc		4	2	1	8	414	0.0193236715
2/9	Event		3	3	0	7	475	0.01473684211
1/30	Event	image	2	1	0	16	264	0.06060606061
1/30	Misc		0	0	0	0	145	0
1/19	Partner		1	0	0	1	104	0.009615384615
1/12	Event	image	0	1	0	6	131	0.008196721311
1/12	Advertisement	image	0	1	0	2	138	0.01449275362
1/12	Partner	image	3	3	1	16	544	0.02941176471
1/12	Event	image	0	1	0	3	184	0.01630434783
1/12	Misc		2	2	0	6	270	0.02222222222
1/12	Partner		1	1	0	2	87	0.02298850575
1/12	Partner		0	0	0	1	52	0.01923076923
1/12	Partner		0	0	0	0	44	0
1/12	Partner		1	1	0	3	89	0.03370786517
1/12	Partner		2	1	0	3	144	0.02083333333
1/12	Advertisement		0	0	0	0	55	0
1/12	Partner		4	0	0	4	108	0.03703703704
1/12	Advertisement		0	1	0	1	95	0.01052631579
1/12	Advertisement		0	1	0	1	65	0.01538461538
1/12	Partner		1	0	0	3	93	0.03225806452
1/12	Event		1	0	0	2	60	0.03333333333
1/12	Misc		0	1	0	1	98	0.01020408163
1/12	Event		1	3	0	5	763	0.006553079948
1/7	Misc	image	1	0	0	10	91	0.1098901099
1/3	Misc		0	0	0	1	82	0.01219512195
12/31	Misc	image	0	0	0	2	52	0.03846153846
12/31	Misc	image	1	1	0	7	132	0.05303030303
12/31	Misc		2	3	0	7	421	0.01662707838
12/22	Misc	image	5	2	0	15	225	0.06666666667
12/22	Event	image	2	1	0	8	186	0.04301075269
12/22	Misc	image	3	2	1	17	310	0.05483870968
12/22	Event	image	1	1	0	12	222	0.05405405405
12/22	Misc		4	1	0	11	198	0.05555555556
12/20	Misc		1	1	0	2	153	0.01307189542
12/19	Partner	image	0	2	0	4	260	0.01538461538

12/8	Misc	image	3	3	0	15	912	0.01644736842
12/8	Misc	image	2	0	0	2	82	0.0243902439
12/8	Misc	image	0	0	0	5	73	0.06849315068
12/8	Misc	image	0	0	0	9	93	0.09677419355
12/8	Misc		0	0	0	0	66	0
12/6	Misc		0	0	0	0	85	0
12/6	Event		1	0	0	2	79	0.0253164557
12/6	Event		1	1	0	2	777	0.002574002574
12/6	Advertisement		0	0	0	0	55	0
12/5	Partner		0	1	0	1	696	0.001436781609
12/3	Misc	image	2	1	0	6	304	0.01973684211
12/3	Event	image	0	0	0	4	47	0.08510638298
12/3	Event	image	2	0	0	6	84	0.07142857143
12/2	Event	image	0	1	0	7	121	0.05785123967
12/2	Event	image	3	3	0	14	197	0.07106598985
12/2	Misc		0	0	0	0	52	0
12/1	Misc		0	0	0	4	192	0.02083333333
12/1	Misc		0	0	0	4	53	0.07547169811
11/24	Misc	image	2	1	0	13	232	0.05603448276
11/21	Misc		1	0	0	5	122	0.04098360656
11/18	Advertisement	image	0	1	0	7	188	0.03723404255
11/18	Event		1	1	0	2	213	0.009389671362
11/17	Event	image	1	1	0	8	141	0.05673758865
11/17	Advertisement		0	0	0	4	104	0.03846153846
11/16	Event		1	1	0	2	115	0.01739130435
11/16	Misc		1	2	0	4	170	0.02352941176
11/14	Event	image	0	4	0	17	979	0.01736465781
11/14	Event	image(repeat)	0	0	0	2	78	0.02564102564
11/14	Event	image(repeat)	1	1	0	8	116	0.06896551724
11/14	Event	image(repeat)	3	4	0	11	660	0.01666666667
11/14	Event		2	2	0	5	550	0.009090909091
11/14	Misc		0	1	0	1	133	0.007518796992
11/14	Event		0	1	0	1	113	0.008849557522
11/14	Misc		0	1	0	1	147	0.006802721088
11/14	Misc		1	0	0	2	150	0.01333333333
11/11	Misc	image	0	0	0	1	111	0.009009009009
11/11	Event	image	1	0	0	3	140	0.02142857143
11/11	Misc	image	0	0	0	2	106	0.01886792453
11/11	Misc	image	2	3	0	27	954	0.02830188679

11/11	Misc	image	4	2	0	14	365	0.03835616438
11/11	Advertisement	image	0	0	0	2	88	0.02272727273
11/11	Misc		0	0	0	2	110	0.01818181818
11/11	Event		1	0	1	3	94	0.03191489362
11/10	Advertisement	image	2	1	0	7	128	0.0546875
11/7	Misc	image	0	0	0	2	82	0.0243902439
11/7	Event		0	0	0	0	65	0
11/7	Misc		0	0	0	0	72	0
11/4	Event	image	1	1	0	5	136	0.03676470588
11/3	Event	image	0	0	0	3	89	0.03370786517
11/3	Advertisement	image	1	2	0	6	363	0.01652892562
11/3	Partner	image	0	0	0	1	75	0.01333333333
11/3	Partner	image	0	0	0	3	127	0.02362204724
11/3	Event	image	0	0	0	3	99	0.0303030303
11/3	Event		0	1	1	3	733	0.004092769441
11/2	Misc		0	0	0	0	39	0
11/2	Misc		0	0	0	2	42	0.04761904762
11/2	Partner		0	0	0	0	40	0
11/2	Advertisement		1	0	0	1	53	0.01886792453
11/2	Event		0	0	0	1	61	0.01639344262
11/2	Misc		0	0	0	0	38	0
11/2	Partner		1	0	0	1	127	0.007874015748
11/2	Partner		0	0	0	0	47	0
11/1	Partner	image	2	0	1	11	172	0.06395348837
11/1	Misc		0	0	0	0	76	0
10/31	Misc		4	3	1	14	881	0.01589103292
10/31	Misc		4	5	0	14	904	0.01548672566
10/31	Misc		6	2	1	14	706	0.01983002833
10/31	Misc		1	0	1	4	71	0.05633802817
10/31	Misc		1	1	0	4	236	0.01694915254
10/27	Event	image	3	1	0	8	313	0.02555910543
10/27	Event	image	1	0	0	8	155	0.05161290323
10/27	Event	image	1	0	0	2	71	0.02816901408
10/27	Event		0	0	0	0	91	0
10/27	Misc		0	0	0	0	47	0
10/27	Event		1	1	0	5	96	0.05208333333
10/23	Advertisement	youtube link	0	0	0	2	210	0.009523809524
10/22	Event	image	1	0	1	6	155	0.03870967742
10/22	Event		0	1	0	2	102	0.01960784314

10/20	Misc		1	0	0	5	159	0.03144654088
10/20	Event		2	0	0	2	93	0.02150537634
10/20	Event		1	0	0	1	92	0.01086956522
10/19	Event		0	0	0	0	76	0
10/19	Partner		0	0	0	0	85	0
10/19	Partner		1	2	2	11	606	0.01815181518
10/19	Misc		1	1	0	4	932	0.004291845494
10/19	Advertisement		1	1	1	6	282	0.02127659574
10/18	Event	image	0	1	0	9	660	0.01363636364
10/18	Event	image	1	0	0	5	54	0.09259259259
10/18	Event	image	3	2	0	7	104	0.06730769231
10/18	Misc	image	0	1	0	9	202	0.04455445545
10/18	Partner		1	0	0	1	69	0.01449275362
10/18	Partner		0	0	0	0	92	0
10/18	Misc		1	2	1	8	554	0.01444043321
10/18	Event		0	0	0	0	67	0
10/14	Partner		1	1	0	4	129	0.03100775194
10/14	Partner		1	2	1	8	443	0.01805869074
10/8	Event		2	0	0	1	121	0.00826446281
	Average		0.96428 57143	0.7801418 44	0.120567 3759	4.43243 2432	208.943 2624	0.02579666083

B.3 Instagram

Date	Type of Content	Additional Media	Likes	Comments
2/28/17	Food	Image	6	
2/26/17	Sports	Image	3	
2/26/17	Sports	Image	4	
2/25	Sports	Image	6	2
2/21	Announcement	Image	7	2
2/20	Food	Image	2	
2/20	Food	Image	5	
2/20	Food	Image	3	
2/20	Announcement	Image	4	
2/10	Food	Image	2	
2/9	Food	Image	1	3

2/8	Food	Image	3	
2/7	Food	Image	4	1
2/7	Announcement	Image	4	1
2/7	Announcement	Image	5	
2/6	Announcement	Image	4	
Average			3.9375	1.8

B.4 Website

Name	Location	Date	Who posted
Busy Buddies Tots Group	New Horizon Centre	March 23, 2017	Shari Holder
Shekinah Glory Prayer Centre	New Horizon Centre	March 23, 2017	Rob Ingram
Chair Excercise Class	New Horizon Centre	March 23, 2017	Rob Ingram
Royal Worship Centre	New Horizon Centre	March 23, 2017	Rob Ingram
Suzanne's Theatre Dance	New Horizon Centre	March 23, 2017	Rob Ingram
Harvest of Blessings Ministries	New Horizon Centre	March 23, 2017	Rob Ingram
Arukah Prayer Fellowship	New Horizon Centre	March 23, 2017	Rob Ingram
Weight Watchers	New Horizon Centre	March 23, 2017	Shari Holder
Table Tennis Club	New Horizon Centre	March 23, 2017	Rob Ingram
Doris Holford Stage Club	New Horizon Centre	March 24, 2017	Shari Holder
Tea Dance	New Horizon Centre	March 27, 2017	Shari Holder
That Vibe	New Horizon Centre	March 27,2017	Shari Holder
Aerobics	New Horizon Centre	March 27, 2017	Shari Holder
Ballroom Dancing	New Horizon Centre	March 27, 2017	Shari Holder
Table Tennis Club	New Horizon Centre	March 28, 2017	Shari Holder
Everywoman's Club	New Horizon Centre	March 28, 2017	Shari Holder
Indoor Football and Fitness	New Horizon Centre	March 28, 2017	Shari Holder
Yoga	New Horizon Centre	March 28, 2017	Shari Holder
Mountain Movers Chapel Fit	New Horizon Centre	March 28, 2017	Shari Holder
Cosec Ministries	New Horizon Centre	March 28, 2017	Rob Ingram
Busy Buddies Tots Group	New Horizon Centre	March 29, 2017	Shari Holder
Feeling Crafty Craft Club	New Horizon Centre	March 29, 2017	Shari Holder
SW Seedlings	New Horizon Centre	March 29, 2017	Rob Ingram
Onelife	New Horizon Centre	March 29, 2017	Rob Ingram

A.I.R.S. Church	New Horizon Centre	March 29, 2017	Rob Ingram
Aerobics	New Horizon Centre	March 29, 2017	Shari Holder
International Central Gospel Church	New Horizon Centre	March 29, 2017	Rob Ingram
Cocaine Anon	New Horizon Centre	March 29, 2017	Rob Ingram

Appendix C: Campaign Data

C.1 Community Contributions

Facebook

Date	Type of Content	Additional Media	Likes	Shares	Comments	Reached	Level of Engagement
4/21	Answer to Trivia	image	7			158	0.04430379747
4/20	Volunteer of the Month	image+link	11			296	0.03716216216
4/18	Trivia Tuesday		2		2	76	0.05263157895
4/12	Easter Dinner	Images	10		2	254	0.04724409449
4/5	Healthy Community Programme		2			72	0.02777777778
4/3	Visit Guven in Cafe	Image	8			195	0.04102564103
3/29	Volunteer in the cafe	Image and Link	23		2	550	0.04545454545
3/27	Share and experience with Commonsides		1			89	0.01123595506
3/25	Mothers Day	Image	6			112	0.05357142857
3/24	Volunteer in the cafe	Image	3	2		120	0.04166666667

Twitter

Date	Type of Content	Additional Media	Likes	Retweets	Replies	Clicks	Reached	Level of Engagement
4/21	Volunteers answer	image	2	1	0	3	155	0.01935483871
4/20	Volunteer of the Month	image+link	2	1	0	7	63	0.11111111111
4/18	How many Volunteers		0	0	0	0	81	0
4/12	Easter Lunch	image	0	0	0	2	115	0.01739130435
4/5	HealthyCommunity		0	0	0	0	147	0
4/3	Visit Guven in Cafe	image	2	0	0	5	113	0.04424778761
3/29	Volunteer of the Month	image+link	2	3	0	8	208	0.03846153846
3/27	Share and experience with Commonsides	image	1	1	0	4	218	0.01834862385
3/24	Volunteer in the cafe	image	3	3	0	8	421	0.0190023753

Instagram

Date	Type of Content	Additional Media	Likes	Comments	Reached	Level of Engagement
3/29	volunteer of the month	image	6		35	0.1714285714
4/3	cafe	image	6		29	0.2068965517
4/18	trivia	image	5		40	0.125

4/20	volunteer of the month #2	image	10		34	0.2941176471
4/21	Trivia answer	image	5		30	0.166667

C.2 Candy Girls

Facebook

Date	Type of Content	Additional Media	Likes	Shares	Comments	Reached	Level of Engagment
4/10	Winning Photo	Image	4			150	0.026666666667
4/10	Candy Girls Photos	Images	16		3	479	0.03966597077
4/6	1950s Fashion	Images	7		1	130	0.06153846154
4/4	1950s Candy	Images	1		1	37	0.05405405405
3/31	1940s/50s Facts		2			67	0.02985074627
3/30	Out and about	Image	6			126	0.04761904762
3/28	1950s Celebs	Image	1			139	0.007194244604
3/23	Fun for all ages	Image	6		1	171	0.04093567251

Twitter

Date	Type of Content	Additional Media	Likes	Retweets	Replies	Clicks	Reached	Level of Engagment
4/10	Winning Photo	image	5	3	0	18	243	0.07407407407
4/8	Candy Girls Photos					0	120	0
4/7	Candy Girls Tonight	image	4	0	0	11	177	0.06214689266
4/6	1950s Fashion	image	0	0	0	1	166	0.006024096386
4/4	1950s Candy	image	2	1	0	7	206	0.03398058252
3/31	1940s/50s Facts		0	0	0	1	101	0.009900990099
3/30	Out and about	image	4	2		8	399	0.02005012531
3/28	1950s Celebs	image	2	2	0	10	405	0.02469135802
3/23	Fun for all ages	image	0	0	0	7	192	0.03645833333

Instagram

Date	Type of Content	Additional Media	Likes	Shares	Comments	Reached
3/30	out and about	image	5			33
4/4	candy	image	3			26

Appendix D: Website Options

Overview

Proposed Change	Option 1	Option 2	Option 3
Cost of Implementing (in GBP)	0	0	52
Updated Content			
Staff members	X	X	X
Home Page	X	X	X
Partners Page	X	X	X
Spending Donations Page	X	X	X
Media	X	X	X
Add social media links and widgets	X	X	X
Updated Design			
Structure		X	X
Theme		X	X
Add a New Blog Page (keeping news tab)	X	X	X

Option 1 - Update

Option 1 is a content overhaul on the old Commonsense website. We recommend making changes to the following pages:

- Update images in scrolling banner on homepage
- Add links to Commonsense’s Facebook, Twitter, and Instagram
- Update the dates in the “Projects” pages. Change name to “Programs”
- Add a new page to “News” called “Blog” for weekly posts about Commonsense
 - Use WordPress’s categories for a page, create a “Blog” category
- Add/remove staff to/from “Meet the Team,” update staff photos
- Remove dead links from “Partners,” add missing ones



We run events every day - why not see what's on this week?

Mon 17	Tea Dance 2pm - 4pm New Horizon Centre
Mon 17	That Vibe 4pm - 4pm New Horizon Centre
Mon 17	Aerobics 7pm - 8pm New Horizon Centre
Mon 17	Ballroom Dancing 8pm - 10pm New Horizon Centre
Tue 18	Everywoman's Club 2pm - 4pm New Horizon Centre

More events

Our Vision
To create a better future for ourselves, our families and our communities.

If you would like to view the events that are coming up at Commonsides please view our calendar of events here. If you would like to get in touch with someone at Commonsides please contact us here.

[To Donate click here](#)

Option 2 - New Theme

Option 2 consists of all of the content updates from option 1, as well as the following structural updates:

- Condense the “What’s On” menu to 2 buttons, “Events” and “Commonside Café”
 - “Events” will be the same link as the “This Week” button
- Condense “Hire Space” to 1 page with a template for spaces available for rent, as shown below

Picture	Cost:	
	Size:	
	Suggested/Max Occupancy	

- Update “Spending Donations” and move into the “About” menu

- OR set the page to private until a better use is found

Additionally, option 2 involves updating the website's theme. We recommend Big Brother because it is a free, simplistic, and easy to use.

COMMONSIDE COMMUNITY DEVELOPMENT TRUST
Creating a better future for ourselves, our families and our communities

Home What's On Projects Blog Hire Space About Contact Spending Donations

Home



The Commonsides Trust is working to improve the lives and environment of people living in Merton. It does this by managing a community centre, running community events and a number of community development programmes.

Our Vision

Tweets by @CommonsideTrust

Commonside Trust @CommonsideTrust
#TriviaTuesday How many volunteers work at the NewHorizonCentre? #ccdt #CommunityContributions
18 Apr

Commonside Trust Retweeted

Commonside Trust @CommonsideTrust
Congratulations to Rob for winning best photo at the Candy Girls concert! #ccdt #Candyside



Option 3 - New Premium Theme

Option 3 is the same as Option 2, but uses a paid-for WordPress theme. We recommend Organization, which has a one-time cost of £52. We recommend this theme because its color scheme and structure matches CCDT's current website, so the CCDT website's menu could easily be imported.

The screenshot displays the website for Commonsense Community Development Trust. At the top left is the logo, which features a stylized tree with a person's head inside its branches. To the right of the logo is the text "Commonside Community Development Trust". Further right is a search bar with the text "Search Here" and a "Go" button. Below the header is a green navigation bar with the following menu items: Home, What's On, Projects, Blog, Hire Space, About, Contact, and Spending Donations. The main content area is titled "Spending Donations" with the subtitle "How your money is used". Below this is a paragraph: "At the Commonsense Community Trust any amount of money that you give us goes a long way. Below is a list of how your donation helps our centre and the local community." This is followed by a bulleted list:

- £15 pays for a week's snacks for families at our crisis drop-in
- £30 pays for an exercise class for local young mums
- £50 pays for live entertainment for older people at our Lunch Club

 On the right side of the page, there is a "Tweets by @CommonsideTrust" section. It shows a tweet from Commonsense Trust asking a trivia question: "#TriviaTuesday How many volunteers work at the NewHorizonCentre? #ccd #CommunityContributions" dated 18 Apr. Below it is a retweet from Commonsense Trust: "Congratulations to Bob for winning best".

Guidelines for the Social Media and Website of Commonside Community Development Trust



By
McKenzie Brunelle
Juan Pablo de Lima
Thomas Fong
Dominic Redding

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1. Introduction

In order for nonprofit organisations to conduct their business and provide services to their full potential, they must spread information about their mission, programmes, and events. In recent years, social media has been identified as a highly effective method for nonprofit organisations to engage and communicate with the communities they serve. This booklet will serve as a guide for improving the Internet presence of Commonsense Community Development Trust. This includes posting relevant and effective content to its social media accounts, such as Facebook, Twitter, and Instagram. In addition, information on keeping the website current and relevant is included in this guide. The website is an important component since social media posts should often link to additional information on the website.

2. What is Social Networking?

A social network is a set of profiles, belonging to individual users or organisations, which are connected based on similar interests. The criteria for connections varies depending on the social networking website. For example, people use Facebook to connect with friends or acquaintances, whereas LinkedIn is used more specifically to connect with professional contacts. Through social networks, users can post or share different media such as pictures or videos. Additionally, different social networking websites provide different options, such as using hashtags, which are keywords preceded with a number sign to identify a specific discussion topic, or reposting/retweeting. In recent years, social networks have stayed up do date with the world's rapidly advancing technology and therefore, have gained increasing attention. Hence, social networks today are not only used to socialize or connect with other users, but for marketing (either business or non-profit oriented).

3. Why is Social Networking Important?

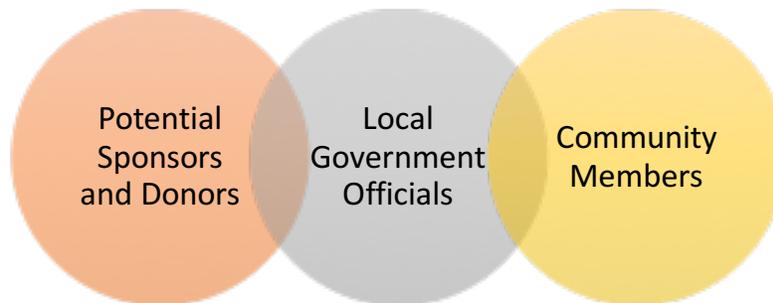
In the United Kingdom 36.4 million people have active social media profiles, which is roughly 56% of its population.¹ Social networks are a key platform for nonprofit organisations to engage the community and share their message due to the large pool of users. Survey results have shown that 97% of nonprofits are on Facebook, and it is clear that social media is an essential method of engaging with the community.²

¹ eMarketer. (n.d.). *Number of social network users in the United Kingdom from 2014 to 2018 (in millions)*. In Statista - *The Statistics Portal*. Retrieved from <https://www.statista.com/statistics/278413/number-of-social-network-users-in-the-united-kingdom/>.

² Creedon, A. (2015). *How Nonprofits Use Social Media to Engage with Communities*. Retrieved from <https://nonprofitquarterly.org/2014/03/13/social-media-nonprofits-engaging-with-community/>

4. Audience

Commonside has the following audiences:



In order to appease potential sponsors/donors as well as government officials, the social media of Commonside should show how Commonside contributes to the community. This should be more than a news broadcast of events occurring at Commonside. Some good content would be:

- Featured volunteer/staff member of the month to showcase the work being done by the people at the centre
- Highlight a programme or event

Following these three easy steps could help Commonside increase their volunteer pool and improve programme attendance:



Commonside's social media accounts need to attain a following of community members. This can happen by promoting Commonside's social media profiles within the New Horizon Centre, as well as encouraging staff members, volunteers, and visitors to invite their friends to like and follow Commonside. Then, Commonside needs to keep

community members engaged by posting quality content at a reasonable pace in order to increase online engagement. Commonsense can then put out requests for donations, volunteers, or attendance at events.

5. Resources

For examples of nonprofit organisations using social media effectively, look at:

Streatham Youth Community Trust

Its social media pages are all connected to its website, and its website is connected to all of its social media pages. Its Twitter page is active and connected to many influencers.

Website: <http://www.syct.org.uk/>

Twitter: @StreathamSYCT

UK Community Foundation

Its Facebook is run very well with quality content. Its website is modern and clean.

Website: <http://www.ukcommunityfoundations.org/>

Facebook: <https://www.facebook.com/UKCommunityFoundations/>

Wolves Community Trust

Wolves' showcases its brand through its color scheme and uniform message.

Website: <https://www.wolvescommunitytrust.org.uk/>

Facebook: <https://www.facebook.com/WolvesCommunityTrust/>

Twitter: @wolvescomstrust

Instagram: @wolvescomtrust

Some tools you may find useful when planning or creating your posts are:

Hootsuite

<https://hootsuite.com/>

This is a social media manager where you can analyse your profiles and content as well as schedule posts. This is helpful to make sure posts are evenly spaced over time and that you will not forget to post important reminders about events.

socialmention

<http://www.socialmention.com/>

You can search this website for various keywords related to your post to determine how effective those words may be and what hashtags you could use for the post.

6. Plan Your Content

Timing

Try to post daily. Do not go long stretches of time without a post or post too much in one day. You can use Hootsuite to schedule posts to help with this. Use the calendar on Hootsuite to keep track of posts each day and have a unified posting schedule across platforms.

Images

Include images related to your posts whenever possible. Posts with images get over twice as many views as those without. Do not post images randomly, however, as you may weaken your message by distracting from the content. Images you may consider:

- Picture from an event
- Posters or flyers (use an image of the poster, not a photo of a printed one)
- People in the New Horizon Centre

Hashtags

Use hashtags relevant to your posts, but do not use anything too generic. Be sure to research hashtags you plan to use with socialmention. Some we recommend are:

#communitycontributions

#ccdt

#nonprofit

#newhorizoncentre

#StepForwardProject

#merton

7 Campaigns

7.1 Community Contributions

This campaign should highlight the important work that Commonsides does for the community.

Part of this campaign is the volunteer of the month. This should be posted on the website and the social media platforms. A video interview can be taken then posted to YouTube as part of this, or you can just use a picture of the volunteer. The questions you should ask the volunteer to make the post are:

- Tell us about yourself (such as where are you from, what do you do for work, etc.)
- How long have you been with Commonsides?
- What do you do at/for Commonsides?
- What's your favorite thing about Commonsides?

An example Facebook post is shown to the right. That Facebook post linked to the website post, where the video could be viewed.

Some other things you can post as part of this campaign are:

- Caption a photo: post a photo of an event or activity happening at the New Horizon Centre and ask followers to come up with a creative caption
- Post a photo related to a service Commonsides provides and ask people to share if they know someone who could benefit from the service
- Get community members that have been helped by Commonsides to share their stories and post these on social media with their permission
- "Behind the scenes" footage
- Trivia contests
- Posts centered around holidays



7.2 Events Campaigns

The process of campaigning an event is:

1. Have a set strategy before posting
2. Start by announcing and advertising the event
3. Until the event, regularly post content related to the theme
 - a. For example, for Candy Girls, we made a series of posts about people, events, and things from the 1940's and 50's
 - b. Link these posts back to the event, reminding people to come
4. During the day of the event, do one last post announcing it
5. Afterward, write a thank you post with pictures from the event

Here is an example post from our Candy Girls campaign. We found an image from the 1950s of someone shopping and used it to encourage people to stop by and pick up their Candy Girls tickets while they are out and about.



8. Information to Use on your Accounts

8.1 Profile Pictures

For the Commonsides profiles, you should use the logo for the profile picture. This creates a uniform identity across all platforms.



This image of the New Horizon Centre makes a good Timeline or Header photo. This image should also be the same across platforms to ensure a uniform identity.



8.2 Contact Information

If the page has an about page or contact information, make sure to fill this out as completely as possible. You should always include a phone number, business hours, and the address of the New Horizon Centre. The Facebook about page shown below is a good representation of all of the information that should be included.

The screenshot shows the Facebook 'About' page for Commonsides Trust. The page includes a profile picture, a cover photo of the New Horizon Centre building, and a navigation menu with options like Home, About, Photos, Likes, Events, and Posts. The 'About' section is expanded, showing business info, contact info, and milestones.

Commonsides Trust
@CommonsidesTrust

Home
About
Photos
Likes
Events
Posts
[Create a Page](#)

New Horizon Centre
The place to be Community

Commonsides

Like Follow Share ... Contact Us Message

About [Suggest Edits](#)

BUSINESS INFO

- Founded on March 31, 2002
- Mission**
Creating a better future for ourselves, our families and our communities.

CONTACT INFO

- Call 020 8764 9582
- @CommonsidesTrust [Message Now](#)
- naomi@commonsides.net
- <http://www.commonside.net/>

MORE INFO

- About**
A Community Development Trust in the heart of Pollards Hill, Mitcham.
- Products**
Hall & Room Hire, Community Café, Lunch Club, Community Events, Community Projects.
- Community Organization**

STORY

The Commonsides Trust is working to improve the lives and environment of people living in Merton. It does this by managing a community centre, running community events and a number of community development programmes. Commonsides Community Development Trust is based in and manages the New Horizon Centre.

Milestones

- 2006 We merge with Pollards Hill Community Centre
- 2005 Commonsides moves to the day centre.
- 2002 Founded on March 31, 2002

You can also include a link to the other social media profiles on the about page. This is a good way to get followers on other social media platforms.

9. Facebook

This is the most popular platform so efforts should be focused here. You should promote this page the most. Staff members and volunteers should invite their Facebook friends to like the page if possible.

There is no character limit but still make sure not to make posts too long or people won't read them. On Facebook you really need to value post quality. Hashtags are less important on Facebook but should still be used, especially when running a campaign. See some of the suggested hashtags when writing posts.

Always include a picture when possible. Take lots of pictures of the centre, at events, and of staff members and volunteers so you have plenty of images to chose from. Creating albums to post pictures from an event is always a good idea. This will make pictures of the event easier for community members to find if they are interested in the event, or for Commonsense staff members to find when promoting recurring events.

Facebook pages have an important feature called Insights. To access this for the Commonsense page you can go to <https://www.facebook.com/CommonsenseTrust/insights> Check this out when you can. Try and monitor which posts receive the most attention to adjust your strategy to fit what followers like to see. From the Insights page, you can "See All Posts" to see which posts received the most likes, comments and shares as shown below.

Published	Post	Type	Targeting	Reach	Engagement	Promote
03/29/2017 5:00 pm	Thank you to our volunteer of the month, Maureen Middleton. Mau	Image	Global	550	62 40	Boost Post
04/10/2017 11:14 am	Take a look at some of the fantastic pictures taken in our photo bo	Image	Global	479	385 35	Boost Post
01/17/2017 9:20 am	Back by popular demand! Following last years tremendously popul	Image	Global	621	70 28	Boost Post
04/03/2017 11:47 am	It's a beautiful day to come by the New Horizon Centre cafe. Com	Image	Global	287	14 14	Boost Post
02/03/2017 8:04 am	Happy Friday friends!! Yes I know it's looking a bit grey and grim	Image	Global	226	34 14	Boost Post
04/10/2017 1:12 pm	Timeline Photos	Image	Global	161	13 12	Boost Post
03/28/2017 6:01 pm	For #TriviaTuesday, can you name these celebrities from the 19	Image	Global	139	15 12	Boost Post

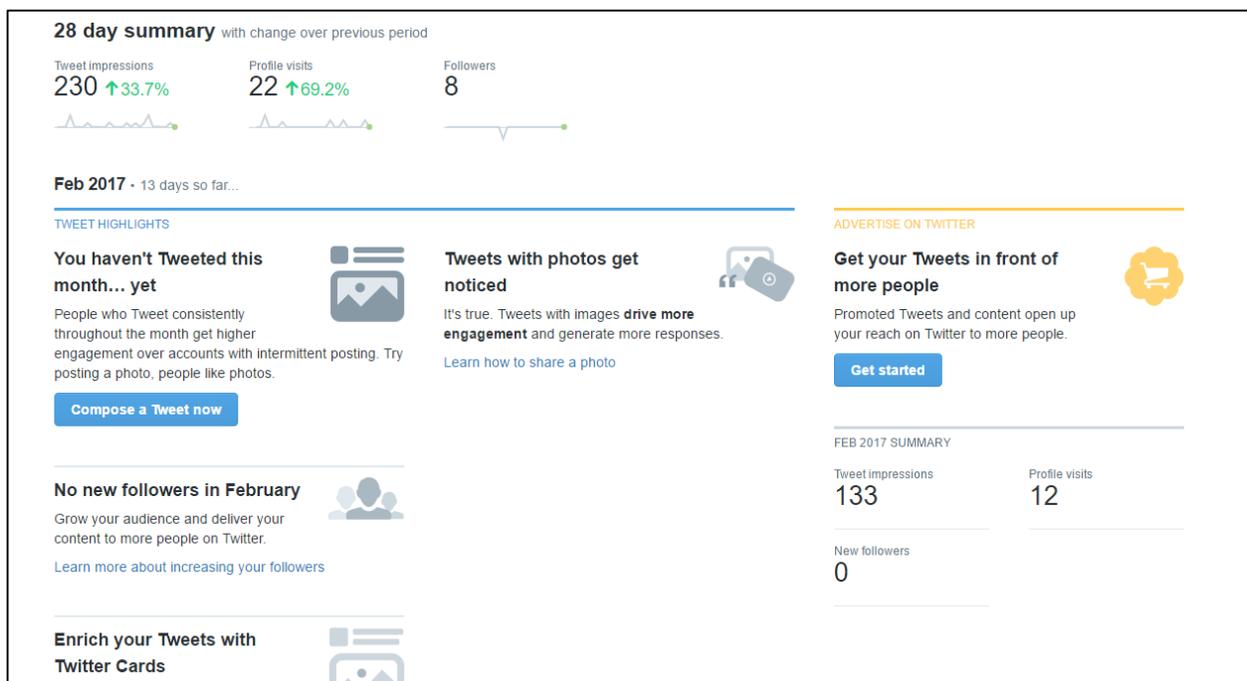
10. Twitter

When tweeting, there is no right or wrong amount to post, as long as it stays consistent. The number of tweets per day should be approximately the same, with exceptions for important events or announcements.

Remember the character count: tweets can be up to 140 characters including links and hashtags. If you want to post a longer story, tweet the title line or a very brief summary, then link to a full version. To fit URL links in the character count, use a URL shortener, such as bitly.com, and tweet the link it creates.

Run a conversation on your Twitter. Start by tweeting polls and questions for people to respond to. If people ask questions, answer them by using Twitter's reply feature. Replies keep the entire tweet conversation on your profile, so other people can see the answers to past questions. Twitter also allows you to privatize these conversations at any point if they become too personal.

Twitter's analytics will tell you what people are clicking on each of your tweets. You can view analytics data on every tweet you post, and you can find a summary of the data at the analytics dashboard, as seen below (analytics.twitter.com). The summaries are monthly, showing your tweeting, viewership, engagement, and following trends. The dashboard also contains every tweet you have posted to view individual tweet data.



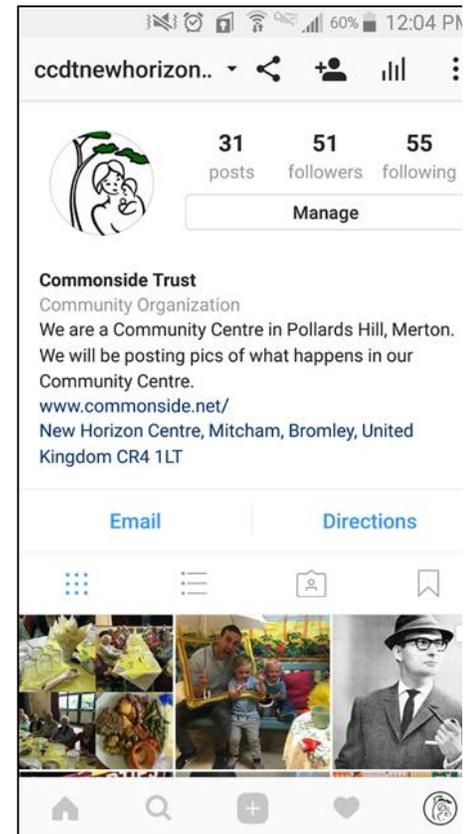
11. Instagram

When posting on Instagram the one idea to keep in mind is quality over quantity of content. It is more important to take the time to come up with a post that is well thought out, meaningful, and aesthetically pleasing. Taking pictures of staff, volunteers, or candid moments is a great way to create quality posts. Having a meaningful caption and hashtag(s) is also essential. There is no character limit but a caption should not be so long that no one will read it. In addition to taking pictures, videos (including the boomerang feature) are another fun way to create a quality post. Video posts can consist of fragments of interviews, events in progress, or any daily moments.

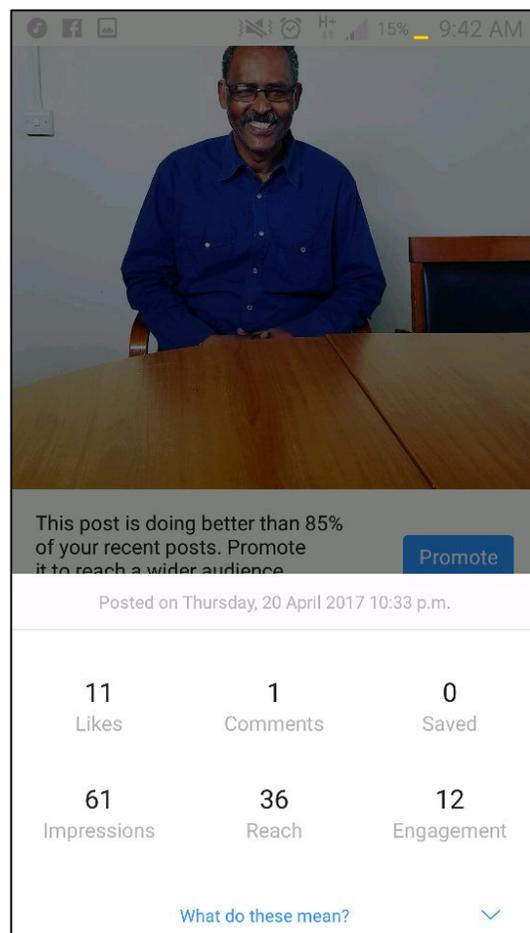
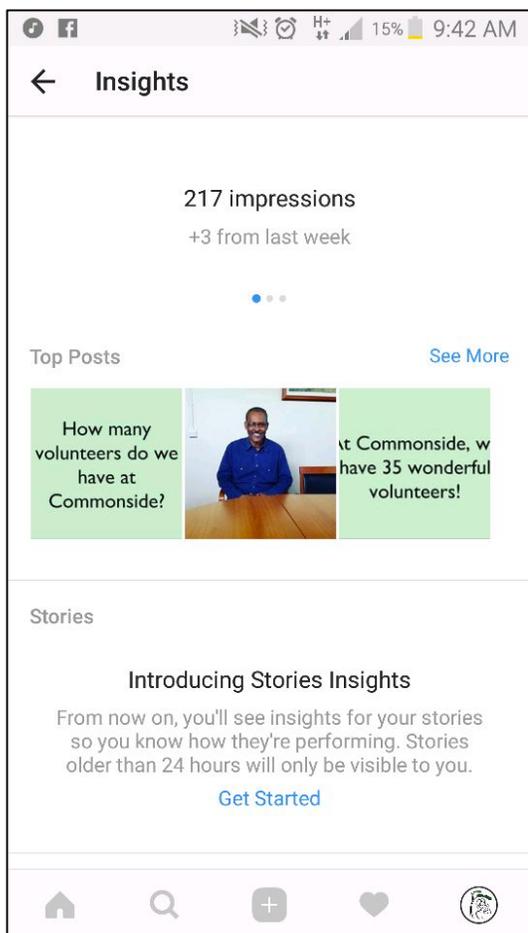
It is also important to link the Instagram with other content when necessary. If a post asks a user to click a link to a blog post or something similar then a good place for that link is in the bio of the profile. The bio does have a character limit so using bitly.com as described in the Twitter section is a good way around this. Posting in the bio allows anyone visiting the Instagram page to see it easily.

The Instagram Story feature opens up the option for quick posts to update the followers and other users on Instagram. Story posts allow for a quick insight of Commonsides events or anything else that staff members want to get out quickly but still have some quality behind it. Since the caption is displayed on the image it is important to keep the caption concise, a few words or a short sentence maximum.

Instagram has its own built in analytics tools that comes with every business profile. The analytics data can only be viewed on the mobile app. After each post the analytics data should be viewed to look for any trends. For example if the reach is low on a post then the addition of other hashtags may give the next post a higher reach. To access the analytics data click on any post while on the @ccdnewhorizoncentre page and then click view Insights. The Insights data for likes, comments, saved, impressions, reach, and engagement are listed. In addition to this there is a brief explanation on what all of them mean. To see the overall trends go to the homepage of @ccdnewhorizon centre and click the bar graph icon near the top right corner (see screenshot of the homepage). This can notify Commonsides staff members of weekly trends on the Instagram page such as how many more people view the page and if the reach is increasing. Insights will also display the demographic of followers once the page has at least 100 followers. Lastly all stories posted on the Commonsides Instagram page will be automatically saved.



Some Instagram Insights are shown here. On the left is the home page of the Insights, and on the right is an example of Insights data for a single post.



12. Video Content

You can use a smartphone to take video, then transfer it over to a computer or edit from your phone. You may need to cut content or add transitions to the video, and there are cheap options available. Windows Movie Maker comes installed on most Windows PCs, and can be downloaded from Windows Live Essentials if it is not pre-installed. For Mac and iPhones, iMovie should be pre-installed, but, if it isn't, can be downloaded for free on the app store. The software will require time to learn, and there are many tutorials on using these programmes online.

Once completed, a video can be uploaded in multiple places. Each social network has a video player, but some have constraints. Instagram can only post 60-second videos, and Twitter can only post videos under 2 minutes and 20 seconds. Facebook does not have limits. The alternative for posting longer videos to Instagram or Twitter is posting links to external players. Websites like YouTube or Vimeo can host videos of any length, and then be linked from each platform. Another easy way to get around Twitter and Instagram's video limits is linking each post to the Facebook version of the video. WordPress currently supports YouTube videos. Copy and paste the link to a video on a new line of a post or page to embed a player with the video.

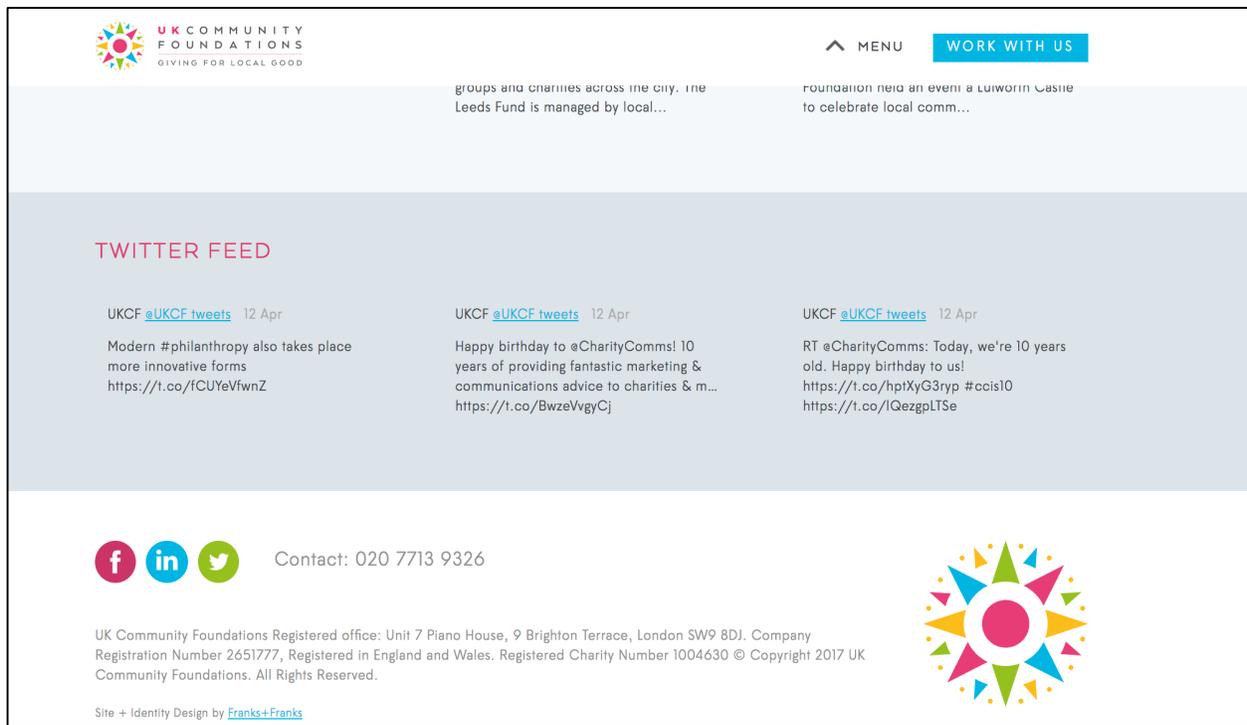
Video content should be similar to that of pictures, as discussed earlier. This means posting:

- Events: this can be taken during the event to show what is happening
- About people: this can include interviews to show more about who goes to and works for Commonsense.

13. Website

The website is an online representation of the organization; the image seen here may change the perspective of users. Hence, make this the core of the organisation. Update it so that it not only conveys useful information, but so that it displays a desired image for Commonsense.

Having links between the website and the organisation's social media platforms is important to create a uniform identity throughout the web. These should be in a highly visible place, preferably the header. Moreover, we recommend including icons from the different social networks, as these are easily recognizable and enhance the website's appearance. Additionally, having an RSS or Twitter feed will also help strengthening these links; see the following figure for an example.



Website traffic can be seen using Monster Insights in the WordPress platform, or Google Analytics. Monster Insights provides a general overview of how many views the site has every day, how these are distributed throughout the pages, and where they come from (how they got linked to the site). On the other hand, Google Analytics provides more complex statistics such as bounce rate, number of sessions, number of users, and average session duration. If you only wish to check how big of an impact a post had on website visitors, we recommend using Monster Insights as it's significantly simpler and easier to comprehend than Google Analytics.

13.1 Blog

Along with the website, a blog page should be included. This could be done by either adding a new page or using the current News page. This would be used to expand on stories posted throughout the social media platforms, to create new stories, or for important announcements to the community. An example is the volunteer of the month posts; a small preview can be posted across Facebook, Instagram, and Twitter, along with links to the complete story on the website. We recommend doing these posts in the form of a small description together with a picture or a video.

Volunteer of the Month: Maureen Middleton

By [Juan](#) | Published: March 29, 2017 | [Edit](#)



Maureen is 72 years old from Norbury. She and her husband used to come to the New Horizon Centre for lunch, and now she spends her free time volunteering. Maureen has been volunteering at Commonsides since last June. She will spend four to five days per week working at the New Horizon Centre. She volunteers in the kitchen, cooking for the lunch club, as well as the cafe. Maureen's favorite part of Commonsides is its people. Commonsides is a big family to Maureen. She says they are all nice, helpful people.

Adding a 'share' button together with these posts will help increase the reach of them. ShareThis is a free WordPress plugin that will serve this purpose. It adds buttons with icons from each social media platform to blog posts, allowing readers to share stories they find interesting to their social network pages.

Blog posts shouldn't be done as often as social media posts, as they provide higher levels of detail. Doing these approximately once a week is appropriate. The content in these posts should be of interest to community members. Any post highlighting the work done by a community member is a good example. Unfortunately, using hashtags in the blog will not help towards increasing reach, as they're not recognized as hyperlinks in this platform.

14. Dos and Don'ts

Do:

- Look up the hashtag you are planning to use before you use it
- Plan your content before you post
- Schedule posts ahead of time to make sure posts are evenly spaced out
- Include images in your posts
- Interact with followers by liking and responding to comments
- Maintain a unified identity across all platforms

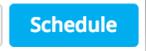
Don't:

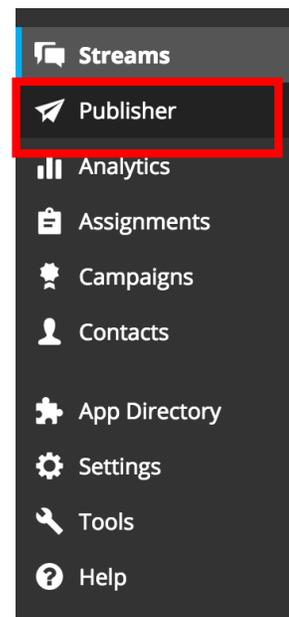
- Let the hashtags take up most of the character limit
- Post a lot in a short period or go long periods without any posts
- Just broadcast news - talk about who you are rather than only what is happening
- Work alone - make sure to talk to the other people working on the social media from time to time

15. Hootsuite Cheat Sheet

1. Go to hootsuite.com
2. Log into the Commonsense account
3. Go to Dashboard
4. On the menu on the left side of the screen (shown on the right here) click "Publisher"
5. At the top of the screen click "Compose Message"



6. Select which social media profiles you are going to post to
7. Type the message in the window. You can attach an image using the paperclip  You should only attach one image in hootsuite.
8. Schedule the message using the calendar button 
9. Click Schedule 



Appendix F: Training

Time		Aid or Reference
	INTRODUCTION	
0:00	<p>Overview of Training During this training we will be going over the following:</p> <ul style="list-style-type: none"> ● Guidebook ● Account Information ● Audience ● Planning Content ● Campaigns ● Analytics ● Dos and Don'ts <p>Importance of Social Media (Why we are doing this training)</p> <ul style="list-style-type: none"> ● Over 75% of the people we surveyed use some form of social media ● 97% of nonprofits use social media <p>Who is the audience?</p> <ul style="list-style-type: none"> ● Potential Sponsors/Donors ● Local Government Officials ● Community Members <p>Guidebook What is in it, what we are going over</p> <ul style="list-style-type: none"> ● Show table of contents ● Point out the specific sections we will cover 	Guidebook
	ACCOUNT OVERVIEW	
0:05	<p>What should be in each account</p> <ul style="list-style-type: none"> ● Keep the "About" page up to date <ul style="list-style-type: none"> ○ Business hours ○ Contact information ○ All other fields ● Profile Pictures <ul style="list-style-type: none"> ○ Logo for profile picture ○ New Horizon Centre for Timeline photo 	FB Page
	PLANNING CONTENT	
0:10	<p>Hashtags</p> <ul style="list-style-type: none"> ● #communitycontributions: To be used for the campaign ● #ccdt: Should be used for any post 	Guidebook

	<ul style="list-style-type: none"> ● #newhorizoncentre: Can use this for events happening at the Centre ● #StepForwardProject ● #merton: Use this to talk about events going on in the community or things that affect the community <p>Images</p> <ul style="list-style-type: none"> ● SUPER important. Stress this. ● Posts with images reach an average of 214 people while posts without only reach 88 ● Make sure to make images clean and appealing <ul style="list-style-type: none"> ○ Don't take a picture of a printed out poster ○ Use the digital image of the poster <p>Timing Keep posts evenly spread, pick a pace and stick with it For example, you could post 1-2 times per day</p> <p>Hootsuite demonstration</p> <ul style="list-style-type: none"> ● CCDT hootsuite account credentials ● Go to dashboard ● You will use the publisher tool ● Scheduled: how you can view what posts are happening when ● Can use to plan amongst yourselves without even talking to each other ● Now you create a post: <ul style="list-style-type: none"> ○ Monday: Monday Fun ○ Tuesday: Trivia Tuesday ○ Wednesday: Featured Program ○ Thursday: Answer to the Trivia 	Hootsuite
	CAMPAIGNS	
0:30	<p>Community Contributions</p> <ul style="list-style-type: none"> ● What is this campaign? <ul style="list-style-type: none"> ○ Showcasing how CCDT helps the community ○ Highlight events, services and volunteerism ● Ongoing - appeals to all of the audiences ● Volunteer of the Month <ul style="list-style-type: none"> ○ Video and/or picture ○ Interview ● Other ideas <p>Events</p> <ul style="list-style-type: none"> ● Can run a campaign for any events 	Guidebook

	<ul style="list-style-type: none"> ● Examples: <ul style="list-style-type: none"> ○ Candy Girls ○ Christmas Fayre ○ Bingo ○ Can you think of any others? ● Plan out your content ahead of time ● Pick a theme and stick with it 	
0:40	ANALYTICS	
	Facebook Insights <ul style="list-style-type: none"> ● Go through the various tabs ● Most important: Posts ● Watch to see what followers like and what they do not ● Try to continue posting in the style that followers like 	FB Insights
0:50	DOS AND DON'TS	
	<ul style="list-style-type: none"> ● Run through the guidebook section 	Guidebook
	CONCLUSION	
0:55	Questions? If you need any clarification, please let us know	