WHAT'S YOUR SOCIAL STATUS? A GUIDE TO SOCIAL MEDIA FOR HISTORIC

PRESERVATION NONPROFIT ORGANIZATIONS

by

VICTORIA VANHUSS

(Under the Direction of Cari Goetcheus)

ABSTRACT

The purpose of this paper is to explore how historic preservation nonprofit organizations use social media and if they follow best practices. The paper blends together three subject matters: 1) nonprofit organizations, 2) social media marketing, and 3) historic preservation. It creates a comprehensive guide for organizations to use. The literature review was sourced from scholarly sources and industry leaders. Additionally, the paper includes five case study organizations, an online survey of historic preservation nonprofits, and an observational survey of each participating organization's social media. Finally, recommendations are given.

INDEX WORDS: Historic Preservation, Nonprofit Organizations, Social Media

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DEDICATION

This document is dedicated to my parents, Thomas and Deborah Vanhuss. They have supported me through school and endured my complaining. For all of that and so much more, I am deeply grateful.

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I would like to acknowledge Cari Goetcheus, my major professor, for her advisement and friendship. Without her, my committee members, professors, and peers, this document would not exist. My sincerest thank you to all involved.

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INTRODUCTION

"Most of the preservation triumphs have been accomplished by people who have thought about what they could do rather than what they couldn't do. You are undertaking something out of the ordinary, so try to imagine out-of-the-ordinary ways of doing it." - *Historic Preservation in Small Towns: A Manual of Practice*[1]

When the author quit her marketing job to pursue a graduate degree in historic preservation at the University of Georgia (UGA), she was naively under the impression that she was trading in communication strategy meetings for high-style building tours. Although she was excited, she was also nervous about whether or not her studies in rhetoric, political science, and leadership adequately prepared her for this new venture, but as she got deeper into the program, she realized that there were many similarities between her background areas and the preservation field. Additionally, there was an obvious need for more strategic digital communication within the movement.

Not only does the preservation field require skillful knowledge of language in order to write National Register of Historic Places and National Historic Landmark (NHL) nominations, Historic Structures Reports (HSR), Cultural Landscape Reports (CLR), and the like but communication skills are absolutely essential for tasks like fundraising, education, and advocacy too.

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[1] Ziegler, Arthur P., and Walter C. Kidney. Historic Preservation in Small Towns: A Manual of Practice. Nashville: American Association for State and Local History, 1980.

The need for better communication within the preservation community first struck her during an assignment for a Cultural Resource Assessment class. Her and her peers were each given two State Historic Preservation Office (SHPO) websites to assess. Having managed a document-heavy website in the past, she was fascinated by how differently each of the assigned states used their websites to organize their resources. Curious by the vastly different strategies, she took the project a step further by viewing the states' social media.[2] As a marketing professional, she got the impression that social media wasn't a high priority for SHPOs. Her curiosity led her to explore local historic preservation nonprofits' social media, which continued to confirm her previous findings.

The following summer, she completed a National Council for Preservation Education (NCPE) internship at the National Park Service (NPS) Midwest Regional Office in Omaha, Nebraska (NE). During her internship, she was privileged to not only receive a wide-array of training but also speak with a variety of professionals and volunteers within the NPS, at the Nebraska State Historic Preservation Office (NESHPO), and at several NHLs in the region. Overwhelmingly, the author heard two conflicting thoughts in regards to communication within the field— that preservation most widely appeals to an older and less-digital audience and that the movement is greatly missing out on expanding its audience by not targeting digital consumers.

The author believes that the idea of preservation only appealing to an older, traditional audience is a multi-fold fallacy. To start, it is a myth that baby boomers aren't online. Statistically, older generations are increasingly active online, especially on

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[2] Social media platforms are web-based spaces wherein online communities form through the distribution of user-generated content. A more formal definition is provided on page 5.

Facebook. Additionally, although preservation sometimes carries an elitist reputation, it is a multi-generational cause. A recent study from the National Trust for Historic Preservation (National Trust) found that an overwhelming majority of millennials see preservation as a worthwhile investment and many would like to get involved (if only they knew how).[3]

In contrast, the author sat through several rants from younger preservationists about the movement's failure to integrate digital media staples like A/B email testing and social media marketing (SMM). [4][5][6]These statements exemplified the rigidity of preservationists' "toolkits" and validated her personal soapbox as an at-large point of contention within the field.

While there is endless potential in incorporating new technologies into all areas of the preservation field, digital media tools like websites, social media, and email marketing platforms offer more bang for less buck and are essential avenues for highlighting ongoing projects or new tech purchases.[7] For the sake of this research, the author is most interested in the ways preservationists currently integrate social media into

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[3] Edge Research, National Trust, and American Express, comps. *Millennials and Historic Preservation: A Deep Dive Into Attitudes and Values*. N.p., 2017.

[4]"Digital media can be created views, distributed, modified and preserved on digital electronic devices." ("Digital Media." In *Wikipedia*. Accessed March 2020. https://en.wikipedia.org/wiki/Digital_media); Anvil Media Inc. defines A/B testing as "a method of testing by which a baseline control sample is compared to a variety of single-variable test samples. This method has been recently adopted from direct marketing within the interactive space to test tactics such as banner ads, emails and landing pages." ("SEM Glossary of Terms." Anvil. Accessed March 2020. https://www.anvilmediainc.com/marketing-resources/search-engine-marketing-glossary/.);

Anvil Media Inc. further defines social media marketing (SMM) as "a form of internet marketing which seeks to achieve branding and marketing communication goals through the participation in various social media networks (Facebook, Twitter, LinkedIn), social bookmarking (Digg, Stumbleupon) and social media sharing sites (Flickr, YouTube)." ("SEM Glossary of Terms." Anvil. Accessed March 2020. https://www.anvilmediainc.com/marketing-resources/search-engine-marketing-glossary/.)

[7] Technologies like drones, virtual reality (VR), augmented reality (AR), 3D printing, 3D modeling, etc. are effective preservation tools but are often expensive and sometimes difficult to use without proper training.

their marketing efforts and the ways that they could boost their social media presence to better support their organization's mission and strategic goals.

Social media

Perhaps one of the most basic introductory points needed is an overview of popular digital media terms.[8] For starters, it's necessary to address what social media is and why it is such an important channel for communication.

The language of the social media world can be a challenge for someone who has just taken on the role of digital marketer for their organization. Industry leaders, like Hootsuite and Sprout Social, keep updated glossaries that make navigating the terms easier, but oddly enough, they don't include a general definition for social media. Although most definitions of social media generally capture the same sentiment, the ones the author came across in dictionaries were unnecessarily wordy and frequently amended to facilitate changes in technology and online culture. In his book *Social Media Branding for Small Business: The 5-Source Model*, Robert Davis defines social media as "an internet-based application based on three principles: First, it can be deployed across many devices...Second, it must seamlessly connect people...Finally, it must be able to facilitate the creation and exchange of many types of customer generated content."[9] Although this definition was crafted in 2014, she believes it not only retains its applicability but

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[8] Because most Americans have at least one social media account, I will forego a long list of definitions and basic concepts and work off assumed knowledge. For example, I am guessing that older concepts like "internet" and "email" aren't foreign terms to most but that more technical words or functions will need context. For this, please refer to Appendix A.

[9] Davis, Robert, *Social Media Branding for Small Business: The 5-Sources Model : a Manifesto for Your Branding Revolution.* 2014.

succinctly captures the essence of social media without being bogged down by unnecessary nuance.

Social media's origin story grows from the early days of readily accessible internet. However, social media as we know it today is a direct result of the online evolution that happened during the early 2000s. Then-popular blog sites like LiveJournal, photo sharing sites like Photobucket, video sharing apps like Vine, and social media sites like MySpace walked so that current sites like Tumblr, Facebook, Instagram, and TikTok could run.

Much like its use, the importance of social media has evolved over time. For over a decade, popular social media sites have slowly transformed from places to share status updates and rekindle old connections into powerful conglomerates of entertainment, education, professional development, advertising, customer service, and more. Whether people are networking on LinkedIn, searching for product reviews on Amazon, posting memes to Facebook, looking for fundraising ideas on Pinterest, tagging event photos on Instagram, or sharing political articles to Twitter, a person's social media accounts are often linked together and reflective of them as a whole.[10] This idea, often referred to as personal branding, is increasingly important in terms of relevancy and success in the business world.

Social media isn't designed solely for the individual anymore. Businesses and organizations continue to find new ways to leverage it due to the potential it offers for audience connection and growth. According to Hootsuite's *140+ Social Media Statistics*

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[10] Dictonary.com defines meme as: "a cultural item in the form of an image, video, phrase, etc. that is spread via the Internet and often altered in a creative or humorous way." ("Meme." Dictionary.com. Accessed March 2020. https://www.dictionary.com/browse/meme.)

that Matter to Marketers in 2019, 90% of brands are using social media to increase brand awareness and 53% of businesses are using social advertising.[11] These statistics make sense given that almost half of the world's population can be found using social media.

For better or worse, there are numerous guiding documents for social media. From industry leaders' reports to academic texts, there's no shortage of statistical data or digital communication theory. In fact, it could be argued that there's a surplus of resources due to ever-changing technologies and tailor-made information for niche markets. However, finding credible, up-to-date sources that are specifically designed for nonprofit historic preservation organizations has been tricky despite the fact that the idea of more readily incorporating digital media is currently in vogue within the field and frequently included on the dockets of conferences and forums. Although these types of reports rarely mention specific action items, it is encouraging to see interest growing within the preservation community.

Issue of digital media in historic preservation

The preservation movement in the United States, having just recently celebrated the 50th birthday of the National Historic Preservation Act (NHPA) in 2016, has spent the past couple of years assessing how far it has come and making strides to thoughtfully and continuously evolve into its new chapter of life. In July of 2015, the American Architectural Foundation's Center for Design & Cultural Heritage hosted a forum titled

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[11] Cooper, Paige. "140+ Social Media Statistics that Matter to Marketers in 2020." *Hootsuite* (blog). Entry posted February 20, 2020. Accessed March 2020. https://blog.hootsuite.com/social-media-statistics-for-social-media-managers/.

Storytelling, Design, and Cultural Heritage in the Twenty-First Century.[12] The final

report revealed four key action items for furthering the cause of historic preservation and

cultural resource protection in the United States. Communication was one of these action

items, and because new media has emerged as a primary informational medium, the

report emphasized the importance of utilizing digital technologies and recognized them

as a key component to growing interest in the movement. The new media technologies

that the report mentioned specifically were online tools like websites and social media

platforms as well as tangible products like touch-screens. They noted that the inclusion of

new media would provide the movement with ample opportunities to share stories of not

only preservation successes but losses too.[13]

 Additionally, the National Trust has been one of the best advocates for

preservation hobbyists, professionals, and organizations using digital media to connect

with supporters. Per their values of innovation and collaboration, they not only publish

blogs and toolkits that share tips for getting involved online but several of their reports

highlight the need for more digital communication of the movement. For example, a

National Trust report released in 2017 recommended harnessing social technologies as a

way to share more complete histories.[14] It mentioned how social networking can easily

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[12] Center for Design & Cultural Heritage, American Architectural Foundation. *Storytelling,Design, and Cultural Heritage in the Twenty-First Century*. Thought Leadership Forum.Washington, DC, 2015. Accessed March 2020. http://docshare04.docshare.tips/files/28322/283226452.

[13] "Loss is a resonant theme with many people, and recognizing shared heritage that has been lost can be a very engaging way to spark thinking about the importance of saving our shared heritage".- Center for Design & Cultural Heritage, American Architectural Foundation. *Storytelling,Design, and Cultural Heritage in the Twenty-First Century*

[14] National Trust for Historic Preservation. "Preservation for People: A Vision for the Future." National Trust for Historic Preservation. Last modified May 2017. Accessed March 2020.https://forum.savingplaces.org/HigherLogic/System/ DownloadDocumentFile.ashx?DocumentFileKey=57133684-4c32-4863-5965-96476f7b4dab.

facilitate public dialogue in a way that makes it easy for preservationists to identify

places and stories that communities consider worthy of attention, harness support for

upcoming projects, hear feedback on advocacy and interpretation strategies, and more.

More recently, the National Trust released research on how the millennial generation

feels about historic preservation.[15] The study showed that an overwhelming majority

support the cause and wanted to live, work, and play in places that prioritize historic

character and value diverse histories. In order to reach this audience, it's necessary for the

preservation community to meet millennials where they are— online.

Furthermore, the Advisory Council on Historic Preservation (ACHP) released a

report in 2017 that made recommendations for future preservation policy.[16] This

document suggested that the movement focus on a list of action items, many of which

directly or indirectly related to the topic of education, including enhancing heritage

education; engaging the public; addressing sustainability, disasters, and climate adaption;

advancing equity and inclusion in what is preserved; and several other communication-

dependent items. The document championed the use of online technologies as a way of

communicating with the public more efficiently and recognized its usefulness in

educating the public.

These are just a handful of examples that acknowledge the communication of

preservation as a contemporary issue in the field. All of these resources say the same

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[15] Edge Research, National Trust, and American Express, comps. *Millennials and Historic Preservation: A Deep Dive Into Attitudes and Values*. N.p., 2017.

[16] Their stated goal was to "grow every American citizen's appreciation of our shared American heritage through public outreach and formal and informal education, including school programs, work-study experiences, historic interpretation, and innovative uses of technology". (Advisory Council of Historic Preservation. *The National Historic Preservation Program at 50: Priorities and Recommendations for the Future*. N.p., 2018.)

thing, that digital media, particularly social media, needs to be a priority within the preservation community. However, in addition to the fact that these documents don't include specific action items, there are issues within the community that need to be addressed before the movement can more successfully integrate social media into organizational practices.

For example, preservation has long been perceived as a pastime for the dead, dying, and elite, but the movement's viability, as well as its recent focus on authentic and inclusive storytelling, depends on its ability to indoctrinate new advocates. This means that developing a social media presence based on best practices isn't enough and that the movement needs to incorporate content that appeals to diverse audiences.

Furthermore, preservation professionals are very divided on the importance of social media, so it's fairly common for the task of social media or website management to be assigned to cycles of summer interns or as a secondary responsibility to an already-overworked but young staff member. While it's generally assumed that older generations think of media in old ways, there's often too much emphasis placed on age and not enough on skill. Millennials, the generation that the National Trust identified as overwhelmingly interested in preservation but largely disconnected from the cause, were the first generation to grow up with social media integrated in their daily lives, so they are most often associated with its use and notoriously called on to manage an organization's channels regardless of expertise. This is a misconception because managing personal social media profiles doesn't qualify someone to manage an organization's online presence. In theory, an organization's media plan would be created and executed by a specialist who would use a combination of traditional communication

knowledge, social media best practices, preservation principles, and strategic organizational direction to inform digital strategy.

Even when a nonprofit has the staffing to prioritize marketing, the overall result can often feel rushed and unorganized. It's not uncommon for an organization to collectively leverage word-of-mouth, op-eds, radio-ads, broadcast news, emails, websites, and social media platforms only to feel overwhelmed and half-successful due to the amount of competing voices. In the author's opinion, one of the biggest challenges of effectively communicating the preservation movement, or any other cause for that matter, stems from the fact that society is constantly saturated with content. Long gone are the days of the masses getting their news from daily newspapers and radio programs. Nowadays, people primarily source their news via the internet and are bombarded with information from across the world 24/7. From politics to celebrity scandals to the tragedy of the minute, breaking news has become more accessible and instantaneous than ever before. When there's so much else going on, it's hard for a topic to stay relevant long enough to truly matter. Attention spans are shorter, and passions for important causes are trendy and fleeting.

This is particularly true for non-profits that don't have the advantage of a 'crisis cause'. Although there are situations in the preservation community that can be urgent, such as a historic building set to be demolished, things like climate change and natural disasters or starving children and homelessness will elicit a more emotional, immediate response from the masses. So how can organizations get people excited about preservation?

From what the author has gathered, the social media accounts that actively share

preservation-centric content and have large followings are often run by social media

influencers who are more interested in the aesthetic appeal of old buildings and pretty

places than educating people on the principles and practices of historic preservation.[17]

However, despite the fact that these accounts aren't usually curated by preservation-

minded individuals and share little to no information, these pages are quite successful and

indicate that there's a market for historic content. If preservation professionals can learn

to adapt to this new way of sharing, preservationists should have a fairly easy time

breaking into the market.

Evolution of Communication

In order to create a successful and strategic marketing plan, preservationists first

have to understand the evolution of communication. One of the oldest and most cited

communication mantras is a phrase coined by Marshall McLuhan that says "the medium

is the message".[18] This phrase is often demonstrated through an analogy where an empty

lightbulb is illustrative of a medium without any content. Regardless of whether or not

the lightbulb is turned on, its presence has social implications. In this scenario, the light is

the content, but content alone doesn't create the same environment that it does when

paired with the medium of the lightbulb. McLuhan himself argued that technology would

ultimately shape the nature of humankind, and although he isn't around to comment on

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[17] In contrast, the National Trust has collected information on "preservationists to follow". (Gale, Rebecca. "7 Instagrammers Who Showcase America's Historic Places."National Trust for Historic Preservation. Last modified September 20, 2018. Accessed March 2020.https://savingplaces.org/stories/7-instagrammers -who-showcase-americas-historic-places.)

[18] McLuhan, M. (with Quentin Fiore). (1967a). *The medium is the massage*. Harmondsworth: Allen Lane/Penguin Books.

how his theory translates in a modern world, we see that his principle still holds true and provides food for thought in regard to digital media. If the same content can be interpreted differently depending on the medium (newspapers vs. e-newsletters vs. social media, etc.), how can content creators evolve to stay relevant and be heard across multiple channels? To answer this question and further illustrate McLuhan's idea, the following example of the ways in which American politics has transformed alongside technology in order to leverage new mediums of communication with resonate messages is useful. A majority of the information in this section is from *Political Communication in Real Time: Theoretical and Applied Research Approaches.*[19]

One of the first advances in media that politicians had to contend with was the invention of the radio. By the early 1930s, a majority of Americans had radios in their homes, so when Franklin Delano Roosevelt (FDR) was sworn in as President of the United States in 1933, he quickly took to radio for his first of many 'fireside chats'. These evening radio addresses allowed FDR to connect with the American masses in a casual way that hadn't previously existed. He would often use this time to explain his policies and dispel rumors, and the transparency that it offered the American people helped FDR to maintain his popularity for a long while.

When America's love for radio morphed into a love for TV, then-candidate Dwight Eisenhower hired a New York marketing team to sell him to voters. This was a novel and much-contested idea. The firm created short advertisements that were

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[19] Schill, Dan, Rita Kirk, and Amy E. Jasperson. Political Communication in Real Time: Theoretical and Applied Research Approaches. Routledge Studies in Global Information, Politics and Society ; 12. New York, NY : Routledge, 2017.

broadcast during prime time and focused less on policy and more on personality. Ultimately, these advertisements played a large role in his eventual election and, along with his many televised speeches, earned him the moniker of first "TV President".

Perhaps one of the most fascinating transitions of media in our political history is the first televised debate in 1960. Young, Catholic, and relatively unknown, John F. Kennedy (JFK) had a lot against him the night he debated the incumbent. The one thing he did have was charm. As the story goes, people who listened to the debate via radio felt like Nixon won while people who watched the debate on television, which was a majority of Americans, felt like JFK won.

First elected in 2008, Barack Obama has been called the "first social media president" because he was the first president to tweet from @POTUS on Twitter, go live on Facebook, use a filter on Snapchat, and much more. Just like Roosevelt mastered the medium of radio and JFK mastered the medium of television, Obama has received praise for his fresh presidential campaigns and his collaborative approach to social media. *Yes We Did! An inside look at how social media built the Obama brand*, which provides an in-depth analysis of how the campaign leveraged digital content and created an online community, was written by new media strategist and campaign headquarters volunteer Rahaf Harfoush.[20] It provides insight into this moment in history and advice for organizations looking to implement some of the same strategies.

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[20] Harfoush, Rahaf. *Yes We Did! An inside look at how social media built the Obama brand*. N.p.: New

Riders, 2009.

In the 2016 election between Hillary Clinton and Donald Trump, social

networking sites, specifically the micro-blogging site Twitter, played an unprecedented

role in the outcome. Not only was the millennial-hype around Democrat Bernie Sanders

largely social media driven but Trump, a business-heir with no political experience, used

the platform to share inaccurate information and exaggerated polling statistics. Although

these tweets didn't necessarily determine the election, they show politics' ability to

conform to new, popular mediums and their features as well as the potential ethical

problems that the platforms create. *The Great Hack* is a 2019 documentary about the

election and the role that Facebook and Cambridge Analytica played in it. The

documentary is available on Netflix.[21]

Nowadays, it's almost unheard of for a politician or political candidate of any age

to not have verified and active social media accounts. In regards to the upcoming 2020

election, there has already been a noticeable rating shift away from television to websites

and social media channels for debate airings and recaps. This is also another election

where candidates have vast discussions over the use of Facebook advertisements to

inform (or misinform) online users.[22]

Communication in Preservation

Similar to politics, the preservation field has long been dependent on persuasive

rhetoric and leveraging popular mediums. From John Muir advocating to Roosevelt for

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[21] *The Great Hack*. Directed by Karim Amer and Jehane Noujaim. Netflix, 2019.
[22] Epstein, Kayla. "Elizabeth Warren's Facebook ad proves the social media giant still has a politics problem." The Washington Post. Last modified October 13, 2019. Accessed March 2020. https://www.washingtonpost.com/politics/2019/10/12/Elizabeth-warrens-facebook-ad-proves-social-media-gint-still-has-politics-problem/

the conservation of Yosemite National Park to Jane Jacobs leading the grassroots campaign that saved Greenwich Village, it's evident that whether the catalyst for awareness comes as one man and a friend or a park full of screaming neighbors, preservationists have needed to effectively communicate their mission and its importance in order to educate the public and gain support since its origin. Most of the preservation wins and losses that Americans have celebrated and mourned are often a result of how well a communication campaign developed and creatively used various mediums.

For example, one of the movement's most referenced stories hinges on leveraging print media. When Ann Pamela Cunningham decided to save Mount Vernon in 1853, she simply wrote an open letter, titled "To the Ladies of the South", to a South Carolina newspaper.[23]The response was an outpouring of interest in preserving George Washington's home, which ultimately resulted in the establishment of the Mount Vernon Ladies' Association.

Another example of a preservation organization successfully using a new medium of communication to draw attention to their mission is the Showpeople's Committee to Save Radio City Music Hall.[24] When the iconic building was slated for demolition in the late 1970s, Rosemary Novellino gathered the companies' ballerinas, Rockettes, stagehands, ushers, and employees together to draw attention to the cause through a series of televised publicity stunts and written petitions.

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[23] Page, Max, and Randall Mason. *Giving Preservation a History: Histories of Historic Preservation in the United States*. N.p.: Psychology Press, 2004.
[24] Novellino-Mearns, Rosemary. *Saving Radio City Music Hall: A Dancer's True Story*. N.p.:TurningPointPress, 2015.

Around the same time, Jacqueline Kennedy Onassis used her connections with the press to assist in saving the Grand Central Terminal, now almost 110 years old, when it was threatened by an office tower redevelopment project.[25] The idea of using social status to amplify causes is something that has become more fashionable in the digital era.

In 2016, celebrities like Susan Sarandon, Riley Keough, and Shailene Woodley joined members of North Dakota's Standing Rock Sioux Tribe at a protest in Washington, D.C. to fight against the construction of a pipeline that would pollute water and desecrate sacred land.[26] Their celebrity statuses amplified the issue across all forms of media, but the participants were able to use their own social platforms to advocate and crowdfund directly to their followers.

More recently, John Legend, Issa Rae, Talib Kweli, Mahershala Ali, and Cat Stevens promoted the National Trusts' efforts to preserve the childhood home of Nina Simone.[27] By sharing the story of Simone, her impact in the music world, and the benefits of preserving her legacy, these celebrities have played an important role in the marketing and crowdfunding of the project.

These are only a few examples of how the preservation community has evolved to incorporate new forms of media. The National Trust is tied to many of these successes and sometimes appears to be the field's lone digital advocate. Their most popular, long-lasting social media campaign, #ThisPlaceMatters, gained national attention and is still

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[25] Page, Max, and Randall Mason. *Giving Preservation a History: Histories of Historic Preservation in the United States*

[26] Woodley, Shailene. "Shailene Woodley: The Truth About My Arrest." TIME. Last modified October 20, 2016. Accessed March 2020.https://time.com/4538557/shailene-woodley-arrest-pipeline/.

[27] "Nina Simone Childhood Home." National Trust for Historic Preservation. Accessed March 2020. https://savingplaces.org/places/ninasimone#.XnOsxy2ZOqR.

used today by professionals and hobbyists alike. The National Trust is also responsible

for creating the field's most comprehensive communication content.[28] Although the

contemporary preservation movement generally lacks 21st century marketing know-how,

the National Trusts does a good job of staying current. They have created several social

media toolkits, guides, and informative blog posts, and although they are somewhat basic,

they are some of the only tailored resources that are easily accessible and developed in an

effort to encourage and inform preservation organizations struggling to find their voices

online. The National Trust also uses social media advertising. According to Facebook Ad

Library, they have spent $38,438 on Facebook advertising from May 2018 to April 14.

Resources indicate that social media advertising is a healthy practice for targeting new

audiences and expanding reach.

Research Question

     Regardless of the movement's slow but steady migration to social media and the

few resources that exist to aid in that process, the author believes that the preservation

field lacks fundamental, important knowledge about social media. Social media is no

longer just a personal outlet but a necessary tool to ensure the visibility and success of an

organization. The aim of this research is to provide a comprehensive and up-to-date call-

to-action. By assessing the current practices of historic preservation organizations in the

field, the author hopes to determine what kind of presence the movement has built online

and offer insight into where it could improve. She hopes that preservationists, specifically

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[28]"Social Media Stories." National Trust for Historic Preservation. Accessed March 2020.
https://savingplaces.org/story-categories/social-media-stories#.XnOlVS2ZOqR.

those in the nonprofit sector, can more clearly see the potentials of social media and better understand how its proper use can aid in goals surrounding advocacy, education, and fund development. Because of this, her thesis research question asks: "How can historic preservation nonprofits use social media to strategically address organizational goals?"

<u>Methodology</u>

In order to address the question, the author will begin by researching a variety of relevant topics, ranging from place attachment to storytelling. In addition to a mixture of books and articles, accessed both physically and digitally, she will be using blog posts from the National Trust and any other professional development resources. Because reputable, updated resources on the communication of preservation are limited, she will need to use guides and toolkits from social media leaders like Hootsuite as well as fundraising leaders like MobileCause. She expects to find research stressing the importance of implementing common social media tools like content calendars and analytic programs.

In order to illustrate best practices, the author will identify and describe in detail five case studies, each exemplifying an important aspect of social media management. These case studies will include successful social media campaigns from both the public and nonprofit sectors. Each case study will detail the cause, the idea, the implementation, and the result. Cases will vary from issues of the natural and built environments to issues of disease and civic engagement. The author will compare these cases against her other research.

Additionally, the author plans to survey approximately 50 nonprofit organizations. She will call these organizations focus groups, and they will assist her with collecting data on how the historic preservation nonprofit community currently uses social media. Knowing this information will allow her to make more targeted and impactful recommendations. These organizations will all be listed as 501(c)3 organizations and share a mission of preserving historic tangible or intangible resources in their designated areas. All organizations will be based in the United States, but they will range in staff size and service area. For example, a surveyed organization could span the nation, multiple states, one state, a region, a metropolitan area, or a more localized boundary such as a neighborhood or district. These surveys will allow her to make comparisons between like organizations and provide quantitative, usable data. She will also reflect on each organization's public profiles. The data collected from observing each focus group's social media may include the number of followers, number of post likes, number of shares, and more. The author may also present qualitative data gathered from informal conversations or interviews.

Once she's gathered research, analyzed cases studies, identified focus groups, and captured survey information, she will analyze the total findings. All together, these pieces will create a clearer picture of where the historic preservation nonprofit community in the United States is in terms of social media usage. From there, the author will be able to make insightful recommendations based on the strengths and weaknesses of the research findings.

Impact

The author believes that this research will be impactful because social media's popularity has the vast potential to change the public's perception of the historic preservation movement. If more preservationists and preservation organizations are able to effectively communicate with the masses, it will allow the movement to more easily achieve its contemporary goals of advocacy and diversity. This, in turn, will not only create more knowledgeable and culturally sensitive Americans but help communities think more intentionally and pridefully about their city and historic resources.

Exclusions and Inclusions

Although the target audience is the preservation community at-large, this research explores historic preservation nonprofit organizations in the United States. Because of this, the author will be excluding any data related to other counties. She will also be excluding the public and private sectors as well. These exclusions will allow her to focus solely on 501(c)3 organizations. In regard to social media, she plans to touch on several social networking platforms. The findings will focus most heavily on Facebook but will also include Instagram, Twitter, YouTube, and Pinterest because they are also long-standing and widely used. Additionally, platforms like SnapChat and TikTok, which have grown in popularity with younger users, will be mentioned. Digital media such as websites or marketing emails will be excluded as well.

Challenges

This is a difficult topic to write about because technology changes so quickly. Other people have written or presented about this topic but their work is already outdated. This is why the author will place a smaller emphasis on technology and focus more widely on the aspects of social media management that have stayed relatively consistent throughout the years. Because social media is rapidly advancing, care should be taken to stay as current as possible, and this document won't contend with what the future may hold for social media or its popular platforms.

Being unfamiliar with the details of capturing statistically valid survey results, the small sample size of the survey may not fully reflect the historic preservation movement. Although the author has attempted to research and connect with a wide variety of historic preservation nonprofit organizations, this work could be more accurate if replicated with a larger pool of applicants and a more robust survey.

Another challenge that must be addressed is that users who try to implement the suggestions may be limited by associated costs, staffing issues, unsupportive board members, lack of community interest, or other similar organizational challenges that are out of the organization's control. Although it's easy to say that preservation doesn't utilize social media in the ways that it should, it's also true that other factors stand in the way of their success.

Thesis Organization

This chapter provides context for the research question by addressing topics ranging from the evolution of communication to the contemporary concerns of historic

preservation field. It introduced the subject, stated the connection to the topic, provided an overview of the disciplines involved, and culminated with the research question: "How can social media be used strategically by the historic preservation nonprofit community to address contemporary preservation goals?" Chapter 2 will survey available, relevant literature in order to provide background information on the three areas of nonprofit organizations, social media, and preservation. It will briefly touch on the specifics of how historic preservation nonprofits operate and their marketing efforts. Additionally, Chapter 3 will illustrate the potential of social media by presenting five successful social media campaigns. These five examples will drive home the importance of consistency, relevancy, storytelling, community, and partnership. Together, these chapters will build a solid foundation for understanding the challenges that nonprofits face and the potential benefits of them adopting a clean, organized social media strategy. Chapter Four will explore the survey process and survey results. Finally, Chapter 5 will analyze the survey results using the five aspects. The survey results will be compared to observation data gathered from each participating organization's social media profiles. Chapter 6 will summarize the paper, provide final thoughts, and suggest further research.

CHAPTER 2

LITERATURE REVIEW

The purpose of this chapter is to survey existing, related literature of three areas: nonprofit organizations, social media, and the contemporary historic preservation movement. This section provides the foundation for understanding Chapter Three's case studies.

Nonprofit Organizations

The nuances of nonprofit organizations are crucial components of the research. In order to ascertain how these groups currently use social media, it's important to understand them on a larger scale. This section has been designed to address fundamental questions like where nonprofit organizations fit into society, how they are structured, and the challenges they face in actualizing their missions. Having this background information will supply the context necessary to pinpoint the successful strategies of each case study and analyze the focus groups' survey results. Furthermore, this section will discuss any existing research—albeit limited and outdated—on how historic preservation nonprofit organizations differ from other nonprofit organizations.

Community Impact

Technically speaking, nonprofits are an expansive group of tax-exempt organizations ranging from volunteer fire companies (Section 501(c)4) to chambers of commerce (Section 501(c)6), and child care organizations (Section501(k)). Despite the fact that all of these organizations are technically nonprofits, meaning they have met

certain conditions in order to be exempt from paying federal income taxes, the National Council of Nonprofits realizes that the term "nonprofit" is colloquially used to refer to public charities, which fall under section 501(c)3 of the tax code.[29] Public charities, or, as the author will simply refer to them, nonprofits, "provide a way for people to work together for the common good, transforming shared beliefs and hopes into action." Since 1969, these types of organizations have acted as a catalyst for civic good.

"America's 1.3 million charitable nonprofits feed, heal, shelter, educate, inspire, enlighten, and nurture people of every age, gender, race, and socioeconomic status, from coast to coast, border to border, and beyond. They foster civic engagement and leadership, drive economic growth, and strengthen the fabric of our communities. Every single day."

Nonprofits impact every person in our society, whether they realize it or not. The benefits of nonprofits are more apparent when an organization supports causes associated with an immediate need like food for the hungry or life-saving trauma care. However, communities and their members are positively impacted by a wide range of causes, including historic preservation.

The authors of *Historic Preservation for Professionals,* a book that was written specifically for the field and details historic preservation nonprofits' experiences from organizational founding and onward, believe that the historic preservation movement owes much of its success to nonprofit organizations. The book says, "Whatever support preservation has won, it has been the direct result of hard-fought battles successfully

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[29] "What is a 'Nonprofit'?" National Council of Nonprofits. Accessed March 2020. https://www.councilofnonprofits.org/what-is-a-nonprofit.

waged by nonprofit organizations." This statement cannot be denied considering how many grassroots movements and hard-earned fundraising dollars transformed our nation before the historic preservation movement officially began.

One reason that this sector of the historic preservation community is so highly emphasized is because it allows the people to be in control. Unlike a public or private entity, nonprofit organizations only answer to board members, members, and funders. In this scenario, the public is able to play an active role in safeguarding the resources they believe to be vital. Within this context, there are several roles that a nonprofit can play. *Historic Preservation for Professionals* identifies them as:[30]

1. Preservation organizations on the national, state, regional, and local level;

2. Community development corporations, mostly found in large central cities;

3. Related organizations, such as conservation or environmental groups;

4. Historical societies, museums, and landmarks.

Depending on the nonprofit and its specific goals, an organization will take on tremendous responsibilities within its community. These responsibilities may include serving as a repository for building inventories and historic research and as a voice in bureaucratic process. Like any organization, a historic preservation nonprofit's mission statement will determine its exact role in the community and its consequential tasks.

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[30] Benson, Virginia O., and Richard Klein. *Historic Preservation for Professionals*. Kent, Ohio: Kent State University Press, 2008.

An organization's mission statement is arguably the most important piece of documentation that it has. The mission statement should inform all of the organization's decisions from day one, and it should be shared both internally and externally. The mission statement is only one of the many guiding documents necessary for a well-defined and thus well-executed nonprofit organization. Similar to organizations in other sectors, a nonprofit's documentation should include a vision statement, organizational chart, strategic plan, and annual budget, which should be frequently referenced in order to inform various initiatives and goals.

Organizational Make-Up

In addition to what nonprofits are and how they fit into society, the structure of nonprofit organizations is important and deeply tied to its success. The organizational makeup of one nonprofit can vary greatly from the structure of another. One thing that is standard among nonprofits is that they are all governed by a board. The number of people on the board can range from a handful to dozens. Generally, board members are well-connected and influential people in the community. Their roles revolve around their abilities to leverage networks and boosts the organizations' reach and credibility. Board members can and should be some of the organization's biggest cheerleaders and fundraisers.

As for the hierarchy of nonprofit staff, there isn't a common configuration. Organizational flow depends on factors like how large an organization's serviceable area is, how much money it has available for salaries, and what its ultimate goal is. Some organizations differentiate between a leadership team, which is made up of directors, and

an executive team, which is made up of the chief officers and run by the Chief Executive Officer (CEO). Although all administrative staff and managerial staff report to supervisors, all staff ultimately report to the CEO. The CEO is subservient to the board. Historic preservation nonprofits follow this same flexible organizational chart, but they are commonly smaller organizations, hiring less staff and serving less membership.

Historic Preservation for Professionals stresses that nonprofit organizations are only as effective as their leadership.[31] From inspirational leaders to a knowledgeable and well-connected board, an organization's ability to strategically accomplish its goals begins with qualified and dedicated staff. Phired Up is an organization that teaches collegiate fraternities and sororities how to better recruit members and grow their organizations. One of their popular presentations is *People Join People, Not Organizations,* which stresses the importance of interpersonal skills like eye contact, active listening, follow up questions, and name recall. This strategy, which also includes "product selling" tips like differentiating between features (physical resources or objects) and benefits (experiences and feelings), applies to any membership-based organization. Nonprofit leadership should model this behavior in order to be successful. [32]

It's also important for leadership to be supportive of marketing efforts and stay actively involved in the creative process. According to *Auditing Social Media*, gone are the days of marketing staff members simply receiving marching orders and then shooting

[31] Benson, Virginia O., and Richard Klein. *Historic Preservation for Professionals*. Kent,Ohio: Kent State University Press, 2008.
[32] Mattson, Matthew G., and Joshua A. Orendi. "Membership Recruitment Made Easy." Phired Up Productions. Accessed March 2020. https://my.noodletools.com/web/express.html.

out a press release.[33] It's important that these team members are in constant

communication with leadership and that leadership fully understands the extent of their

reach and efforts. Regardless of the fact that risk is involved, leadership and staff should

be ecstatic about the potential of social media for their nonprofit organizations,

understanding that it is a big challenge but also a big opportunity.

Challenges

However, even with a well-defined mission and effective staff, nonprofit

organizations face many obstacles. The most obvious and greatest concerns of almost

every nonprofit organization is the issue of finances. Regardless of mission, nonprofit

organizations are literally not-for-profit organizations and only raise money to fund their

organization and service their community. They rely on things like donations and grants

to fuel their budget, and individuals and grant-giving foundations are often highly critical

of how donations are spent. Most donors prefer to not only know how their funds are

being used but see a tangible result, like a new library or a scholarship, or metrics from

an initiative, like an anti-bullying campaign. This can be difficult for a nonprofit who

needs money for their general operating budget, which includes expenses like office

supplies, marketing materials, and staff salaries. A lack of funding can be the source of

other issues within a nonprofit too.

In some cases, nonprofit organizations struggle with frequent turnover. An issue

of turnover can be a symptom of poor leadership, low salaries, internal communication

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[33] Scott, Peter R., and J. Mike. Jacka. Auditing Social Media : A Governance and Risk Guide. Hoboken, N.J.: Wiley, 2011.

problems, or high stress. In all cases, staff may feel frustrated and undervalued, causing them to seek different employment. Although every staff member and department play a critical role in an organization's success, it should be emphasized that people's perception is one of the greatest battles that a nonprofit can win, so properly training and paying people in roles surrounding customer care, membership management, volunteer management, programming, and marketing is deeply beneficial in retaining staff, looking more put-together, and fulfilling their mission. Turnover poses a critical problem for a nonprofit and should be addressed in order to ensure success. For this reason, it is beneficial to spend more money on staffing upfront than on rehiring and retraining new staff. Time is money, and keeping the same people on staff can ensure that the organization runs smoothly and consistently.

Additionally, what some nonprofits don't realize is that a funding crisis may signal a communication crisis. In order to fundraise, an organization must be able to explain the importance of their work and find like-minded, well-connected, and well-spoken allies within their community. This responsibility extends far beyond the marketing team and should be emphasized in any position that is tasked with "selling" the organization to its membership and the community at-large. However, it's imperative for the marketing staff to have the tools necessary to work "smarter not harder". These tools should be thought of as investments that will pay for themselves over time. They include software like Microsoft Office and Adobe Creative Cloud; platforms like Canva, MailChimp, and MobileCause; and equipment like laptops and cellphones that include quality video and photo capabilities. While it's not a necessity, nonprofit organizations will also benefit from spending money on advertisements. Regardless of whether or not

money is spent on print advertising or digital advertising, organizations should track the available metrics in order to determine if the avenue produced a good return on investment (ROI).

Issues like frequent turnover and communication problems can create a negative environment for members and community supporters alike. Members may become frustrated by frequent or poorly-communicated changes. In an ideal situation, current members serve as an organization's best form of marketing, but the reality of a struggling nonprofit is that word-of-mouth that may lead disgruntled membership to steer clear of the organization. This principle applies to volunteers and interns as well. Nonprofit organizations often rely heavily on these roles to assist with executing their mission and aiding their bottom line. When turnover and communication aren't properly managed, organizations can have a difficult time recruiting and managing these important helpers.

All in all, nonprofits play a key role in society, and nonprofits within the historic preservation movement greatly contribute to the success of the movement and largely determine the future of the movement. In order to further champion their cause, organizations should take care not to fall prey to the vicious cycle of challenges that can grow from poor leadership. Additionally, they should focus on leveraging communication to improve their standing in the community. Aside from internal communication, digital media is a hugely important component to the nonprofit sector, and social media is a necessary tool for disseminating information, rallying supporters, and raising funds.

<u>Social Media</u>

In order to contextualize the research, it's important for the reader to understand

the external and internal workings of non-profit organizations and also the role that social

media plays in society and philanthropy. Because social media can be a key tool for

nonprofits, this section will include an overview of topics ranging from platforms and

components to ideas on common mistakes and best practices. To make the complexities

of social media more manageable, the information will be divided up into 5 key aspects:

1) consistency, 2) relevancy, 3) storytelling, 4) community, and 5) partnership. These

aspects will be referenced throughout the document.

Experts agree that social media is important. In the modern world, it's a primary

form of communication for many people and has allowed for a sharp increase in global

connectivity. Social media isn't just reserved for individuals. Entities of all sizes,

makeups, and aims have developed online presences in order to connect more frequently

and directly with their customers. That's why it is so beneficial for nonprofit

organizations to establish a network online too. Although they don't have customers, per

say, they are selling the product of their mission and need support, both in terms of

"boots on the ground" support and financial backing. "The majority of current and

potential donors have at least one social account, making it a great way for you to share

your mission and progress, and promote calls-to-action," says Mobile Cause, a leader in

nonprofit fundraising.[34] They give the example of Fairfax County Animal Shelter, which

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[34] "Online Fundraising: The Beginner's Guide for Nonprofits." MobileCause. Accessed March 2020.https://www.mobilecause.com/online-fundraising-guide/.

exemplifies potential doors that social media can unlock for nonprofits. Since beginning their social media presence, they have seen a 95% placement rate for adoptable pets.

Social media isn't a readily, or at least well, embraced tool in the historic preservation field. Stephanie Meeks, the former president and CEO of the National Trust and author of *The Past and Future City*, questions whether the reason that preservationists have been so slow to include "twenty-first-century tools" in their works is because they are so accustomed to looking backwards and maintaining the charms of the past.[35] What preservationists fail to realize is that successful use of social media could allow nonprofits to more easily develop and manage key relationships. *Historic Preservation in Small Towns: A Manual of Practice* notes that it's vital for a nonprofit organization to get the community involved in their projects. This includes officials, potential lenders, buyers and renters, and key players. In the best cases, the organizations' actions will "raise the morale of the community and enliven its spirits".[36] When an organization realizes that so many of these relationships can be managed online, it becomes easier to justify the work. GlobalWebIndex reported that 98% of digital consumers are social networking. They add, "These figures counter the idea of the 'social media bubble' bursting. In fact, it's more influential than ever."[37]

Regardless of the draws, there are still considerations. In a sector that's always pressed for cash, it's equally as important to balance the excitement for social media's

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[35] Meeks, Stephanie and Murphy, Kevin C. *The Past and Future City: How Historic Preservation is Reviving America's Communities*. Island Press, 2016.
[36] Ziegler, Arthur P., and Walter C. Kidney. Historic Preservation in Small Towns: A Manual of Practice. Nashville: American Association for State and Local History, 1980.
[37] Global Web Index. "Social media trends in 2019." Global Web Index. Accessed March 2020. https://www.globalwebindex.com/reports/social-2019.

potential with the realities of its cost. It's a myth that social media is free. Although most social platforms haven't monetized their services, some features, like advertising, cost money, albeit a lot less than traditional print, radio, or television ads. Because of this, it's important to pursue social media with a plan that considers costs, staffing, time, and ROI.

This section of the paper will help organizations determine whether or not social media is right for them and how to approach it in a systematic way. Done correctly, social media has the potential to help with the following goals: increasing revenue; improving customer satisfaction and loyalty; recruiting and retaining the best talent; product development and innovation; and enhancing brand awareness and perception.

A Necessity

Social media's role in society was briefly covered in chapter one. However, it's important to not only understand its evolution but realize the potential it has to drastically improve an organization's relationship with its members and the community at-large. With over 3.48 billion users (45% of the world) and growing, ranging across all ages, it's no surprise that social media has become one of the most engaging and profitable spaces that brands occupy.[38] This should be encouraging to a nonprofit because stats like this arm them with the knowledge that they aren't wasting precious time developing a social media presence only to be met with an empty void or a herd of teenagers. Facebook, for example, serves 69% of all adults, most of whom visit the site at least once per day, and

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[38] Global Web Index. "Social media trends in 2019." Global Web Index. Accessed March 2020. https://www.globalwebindex.com/reports/social-2019.

Instagram's demographics, despite popular opinion, cross generational barriers too with 75% of 18-24 year olds, 57% of 25-30 year olds, and 47% of 30-49 year olds using the platform.[39] These numbers help people visualize just how important digital communications are to our society. With most of the world tuning into a social networking platform daily, there's vast potential for organizations to get their brands in front of old and new audiences on a more frequent basis.

Nevertheless, social media takes effort. It's more than just creating an account and posting a few times per week. The true benefits of social media are unlocked through strategic planning. Mobile Cause says, "Technology is not a miracle cure, it is an amplifier- and it amplifies both good and bad. A social media page alone is not enough!"[40]

Likewise, it's not enough for organizations to rely solely on organic reach. When an organization posts to their Facebook page, the post is only being shown to the people who follow them. The exception to this is when their followers share the post to their own personal pages. This is the best type of organic reach because it naturally boosts the organization's post and might gain them more followers. Essentially, it give more eyes on their content, which is the point of social media. Organic reach only accounts for a small percentage of social media communication. Social media advertising is low cost and high reward way for social media managers to get their brands in front of more people. Facebook is one social media platform that works extremely well for paid advertising.

[39] Cooper, Paige. "140+ Social Media Statistics that Matter to Marketers in 2020." *Hootsuite* (blog). Entry posted February 20, 2020. Accessed March 2020. https://blog.hootsuite.com/social-media-statistics-for-social-media-managers/.
[40] "Online Fundraising: The Beginner's Guide for Nonprofits." MobileCause. Accessed March 2020.https://www.mobilecause.com/online-fundraising-guide/.

The company has so many data points and allows their purchasers to so specifically target niche groups of people. This means that an organization really needs to understand who their current audience is and who is potential audience is. Before placing an ad, they need to know who will be interested in their promoted page, post, event, campaign, etc. Organizations should not ignore this key piece of the social media puzzle. The comparisons between traditional forms of advertising and social media advertising are eye-opening. In addition to being less expensive and capable of targeting specific groups of people, social media advertising comes with insightful data. In the author's opinion, social media advertising is unmatched.

Being able to hack the social media world requires knowledge of each platform, as well as their key audiences and features. The following list has been constructed based on the categories that Claire L. Lanier described in *How The Right Digital Communications Can Transform Your Company's Outreach* and serves to educate the reader on the difficulty of each platform.[41] Lanier filmed the webinar after transitioning from the Outreach and Creative Content Editor at History Colorado to the Membership Communication Coordinator for Rocky Mountain PBS. She now works as the Senior Manager of Social Media at the Metropolitan Museum of Art.

Basic	Intermediate	Advanced
Facebook	Pinterest	Tumblr
Twitter	YouTube	Snapchat
Instagram	LinkedIn	TikTok

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[41] Lanier, Claire L. "Social Media: How the Right Digital Communications Can Transform Your Company's Outreach." Lecture, ACRA, Online, May 9, 2017.

This might look overwhelming, but not all of these platforms should be incorporated into an organization's social media plan. MobileCause advices that nonprofits focus on 1-2 channels that are already being used. Be realistic when deciding on which platforms to focus on.[42] Remember that the goal isn't to follow trends but to accomplish the goals that the organization has determined. There are many factors involved when deciding on a social media channel. An organization's objectives will play a large role in selecting a channel. However, other considerations like staffing, knowledge, and time can influence the decision as well. The following information can help organizations select which channels to employ:

Facebook and Instagram are highly recommended for beginner and advanced social media managers. They are owned by the same company, so they have access to similar algorithms and data points. Facebook is one of the oldest and most popular social networking sites, drawing users from every generation, and Instagram appeals to younger audiences but is continuously growing. It is more photo-centric than Facebook.

Twitter has been called the "news room of social media" because its content is often news based or politics based. The concept of trending topics is more relevant on Twitter than on any other platform, which makes it a great place for advocacy work or reporting on breaking news.

Pinterest can be a great tool for organizations pursuing heritage tourism. It is akin to an online mood board or mall, showing photos and product links that are relevant to the specific user. It's also helpful for tourism, real estate, renovations, DIY hacks, and

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[42] "Online Fundraising: The Beginner's Guide for Nonprofits." MobileCause. Accessed March 2020.https.https://www.mobilecause.com/online-fundraising-guide/.

other home projects. It's very visual and provides a good place to share resources like children's activities, travel guides, and more.

LinkedIn is a resource for connecting with staff, potential staff, business owners, and community leaders. It is more important that an organization's leadership staff members have active profiles than it is for the organization to have an active profile. However, it doesn't hurt to set up a page and post job opening there.

The author does not recommend that social media beginners use Tumblr, Snapchat, or TikTok. While there are ways businesses and nonprofits have successfully used these platforms, it can be very time consuming and challenging. There's also an issue of brand. These sites cater to younger audience but are not designed to be child or family friendly. Success on these sites also requires a high level of pop culture understanding. Because so much of the content references other viral content, there are a lot of layers and nuances to suss through before becoming successful on these sites.

To determine which channel to use, the author recommends considering the information in the following chart:

	Facebook	Twitter	Instagram	Pinterest	YouTube
Useful for…	Sharing a variety of content across a wide demographic	Quick, newsworthy updates	Connect with new followers through hashtags	Easily promote original photos, tutorials, blog posts, etc.	Easily create community of people with similar interests
Best way to connect with new audiences	Purchase ads and target them well	Use hashtags to chat about trending topics	Ads run through Facebook; use popular hashtags on all images	Ads and good content that links back to website	Post engaging content that gets likes and comments

Objective match	Fundraising; Membership Retention	Advocacy	Membership Growth; Product Sales	Product Sales	Advocacy; Marketing
Consider this…	Filter traffic to website, Facebook events, fundraisers, etc.	Host a community chat; live-tweet an important event	Good photography and editing skills are a must	Filter traffic to website or blog post	Dependent on video content, editing, and trends
Added bonus!	A must for every nonprofit; great live options	Easy to tag partners in community and media	Connect with to younger audiences	Promote resources, products, and travel	Ability to monetize channel if successful

Consistency

"Interestingly, one of the more significant elements missing from a social media strategy can be the strategy itself." -Auditing Social Media[43]

Everyone's heard that consistency is key, but in the social media world, consistent practices like planning, executing, and reevaluating are truly the golden ticket to success. Without consistency, organizations come across as ill-equipped and unprofessional. Organizations also have a particularly difficult time with social media algorithms. Algorithms are a research topic that every social media manager should familiarize themselves with. Every social networking site uses algorithms to determine who sees what content and when. These formulas frequently change and require social media

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[43] Scott, Peter R., and J. Mike. Jacka. *Auditing Social Media : A Governance and Risk Guide*. Hoboken, N.J.: Wiley, 2011.

managers to stay on their toes, paying attention to news and updates from the site. Regardless, inconsistency can keep an organization from performing well online.

One of the biggest takeaways of the literature survey is that an organization's social media presence is a living, breathing personification of its brand. Kotler and Keller's definition of brand is "a name, term, sign, symbol, or design, or combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors".[44] Before diving into the world of social media, organizations should have a clearly defined and documented brand. Aside from a clearly identifiable logo, organizations might produce resources like style guides, brand toolkits, or image libraries. It's not unusual for organizations to have a signature font or color pallet. All of the brand rules and tools should be communicated to staff during their onboarding process and then placed in an accessible and easy-to-use folder on the organization's server.

In the previously mentioned webinar, Lanier argued that preservation organizations should start their social media journey off by having an existential crisis.[45] This conversation should cover a lot of the questions discussed in the previous section, like what is the mission of the organization is and what the major goals are, as well as a hard look at branding. This reassessment allows for leadership to begin exploring voice and style, the social channels that make the most sense for the organization's target audience, and the goals of implementing a better social media strategy. Answers to these

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[44] Kotler, Philip, and Kevin Lane Keller. 2016. *Marketing Management*. 15 [edition]. Pearson.http://search.ebscohost.com/login.aspx?direct=true&db=cat06564a&AN=uga.9943795443902959&site=eds-live.

[45] Lanier, Claire L. "Social Media: How the Right Digital Communications Can Transform Your Company's Outreach." Lecture, ACRA, Online, May 9, 2017.

questions will be necessary for creating a communications plan. The process here is like dominoes. The strategic plan should influence the communications plan, which includes a plan for traditional media and plan for digital media. One branch of the digital media plan should be a social media plan. This social media plan should be enacted using tools like a content calendars, scheduling platforms, link shorteners, and analytic programs.[46]

Ben Shields, the author of *Social Media Management: Persuasion in Networked Culture,* relies heavily on the use of analytic tools.[47] Tracking social media metrics might seem overwhelming at first, but sites like Google Analytics and built-in tools like Facebook Insights can help organizations quickly and easily determine things like how well pages are doing compared to similar pages or what time followers are most responsive to posts.

Whether or not an organization is already on social media shouldn't stop them from assessing their approach. If an organization established a social media profile before doing the necessary preparation, it's not too late to assess current practices, develop guiding documents, or update strategies. There are established, detailed social media audits, but organizations could also use something more standard like a SWOT (strengths, weaknesses, opportunities, threats) analysis.

After reassessing brand and auditing current uses, it's time to dig deeper into the general needs and expectations of social media. Determine a handful of subject areas that aligns with organizational goals and could become social media campaigns. For example,

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[46] Some of these tools cost money and include websites like buffer.com, hootsuite.com, sproutsocial.com, tailwind.com, bitly.com, owly.com, hashtagify.com, contently.com, and ragan.com.
[47] Shields, Ben Ryan. *Social Media Management: Persuasion in Networked Culture.* New York : Oxford University Press, 2017.

a major annual event could make for good reoccurring content. Post topics will change based on the organization, its work, and its priorities.

Many social media gurus believe that sound social media management is the key to success online. Shields outlines the value of social media and the steps necessary for establishing a clear, persuasive strategy. He argues that there are four main types of social media business value. The first value is brand value, which deals with using social media to build stakeholder relationships and includes goals like increasing awareness and inspiring advocacy. The second type of brand value is revenue value, which focuses on goals like creating leads and boosting sales. (In the case of a nonprofit, this could be sales from items like books and branded merchandise or even donations). The third category is cultural value, which uses social media to support organizational development through methods like finding and recruiting better talent and improving employee engagement. Lastly, operational value targets goals that save money and save time. According to Shields, these values should figure strongly in organizations' SMM strategies, but other components, like audience, platform, brand, content, distribution, and measurement, should be taken into consideration as well.[48]

Hootsuite also stresses the importance of developing a social media strategy. They have developed an eight step how-to guide to help organizations set SMART (specific, measurable, attainable, relevant, time-bound) goals, prioritize social listening, and

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[48] Shields, Ben Ryan. *Social Media Management: Persuasion in Networked Culture.* New York : Oxford University Press, 201

develop a content calendar.[49] This is based around their three stages of social media

framework: define, measure, and prove.

When digging through needs and expectations, understand that social media needs

to be clean and strategic with content often times being repeated three or four times and

that social media isn't the best forum for every goal. As with any other organizational

plan, it's important to continuously refer back it. Although things will undoubtedly shift

from time-to-time, having a malleable plan in place to help ensure that content

consistently reflects strategic plan and that all published content is on-brand, timely,

properly tagged, and managed. In the same way that it's important to refer back to

planning documents, it's also necessary to review any analytics available for posts and

general pages. Social media management tools can help simplify, compile, and compare

analytics from a wide range of platforms. Reviewing the numbers can help organizations

determine what worked well and what could be improved. The key takeaway here is that

an organization needs to maintain consistency while always improving. For example, an

organization may aim to post five times per week but the days of posting may change

over time depending on metrics and other insights.

Out of the five topical areas of social media, consistency might be the most

foundational. While it might not be the most revolutionary category, the other areas

won't work unless there's a sound and routine management plan in place that takes into

consideration the big picture and smaller details like the following:

- Creating a separate social network/Facebook page for the event

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[49] Social listening is a term used to describe monitoring social media to see what people are saying about a particular topic or brand.

- Producing content, images, and assets for use by participants

- Creating individual donation pages to track, share, and promote

- Updating social pages during live events with photos, videos, etc.

- Creating posts to follow up with and thank donors and participants

Relevancy

Just like organizations shouldn't be on every social media platform, there's no reason for organizations to jump on every trend. Although there's stock in keeping up with the latest trends, keeping up with the Joneses will leave organizations burned out and inconsistent.

In terms of relevance, the first big thing to be aware of is the fact that social media platforms use algorithms to determine how frequently a post shows up on a follower's timeline. For example, a few years ago, Facebook responded to push back about over-commercialization by prioritizing posts from individuals over businesses. Part of this roll out included the "See First" button. At the time of implementation, for-profits and nonprofits alike struggled to communicate this change to their audiences. Facebook's algorithm has changed many times since then and will continue to evolve. This illustrates how important it is to stay aware of industry changes.

Something else to be aware of is that mobile devices are more popular and more advanced than ever before. In 2018, mobile users accounted for 48% of all traffic to nonprofit websites, compared to just 44% for desktop, and according to MobileCause, social media is mobile too. "65% of all social media activity occurs on a smartphone. Which means that when you share your content and photos through Facebook, Instagram

or Twitter, the majority of people seeing it are on a mobile device."[50] This may seem like an interesting, irrelevant fact but understanding just how much audiences use cell phones can help organizations develop more aesthetically pleasing graphics and ensure people can easily navigate links and forms.

Digital advertising is another out-of-the-box area that organizations should concern themselves with. According to Mr. Benchmarks, digital ad budgets grew by 144% in 2019, and the organizations that utilized this tool saw a sharp increase in engagement.[51] Because digital advertising is cheaper, more effective, and more measurable than traditional advertising, it is becoming an undeniable marketing force.

Aside from social media's advertising tools, there are other components that organizations should prioritize. Hootsuite predicts the following tools are on the rise: Facebook Groups, shopping tools on Instagram, live video tools on Facebook and YouTube, and Pinterest to direct shopping. While it's not always important to jump on the latest trend, it is important. Consider how the National Trust handles social media's fluctuating environment:

> "The social media era is now in its tweens, and like humans of that age, it's certainly more mature than it once was, but still growing and changing so much that it's impossible to guess where it will end up...But while we do experiment with new channels, we have also become more strategic and data-driven over the years. We strive to increase the number of people engaging with us on our social channels, hoping to attract them to our website and convert their enthusiasm into a

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[50] "Online Fundraising: The Beginner's Guide for Nonprofits." MobileCause. Accessed March 2020.https://www.mobilecause.com/online-fundraising-guide/.
[51] "2019 Benchmarks." Mr. Benchmarks. Accessed March 2020. https://mrbenchmarks.com.

closer relationship with the Trust, signified by joining our email list, taking an advocacy action, or donating."[52]

Storytelling

The National Trust has found a way to reel people in online. They say their strategy combines storytelling with community building. They say, "Saving places is full of stories, whether they tell the history of a place; of the people who lived, worked, and played there; or of the preservationists who have worked to save it."[53]

Storytelling doesn't have to mean long, wordy posts. Images, videos, text, hashtags, and other components all work together to create a compelling story. In fact, good visuals are actually more important on social media than good text because a good text will likely not be read unless an image or video catches people's eyes. It's also possible to have a photo or video stand alone, telling rich stories. As the saying goes, a picture is worth a thousand words. Test out different mediums and stories to see what resonates with the audience. For example, the National Trust used metrics to determine what their audience members were most interested in. Now they know that their followers have an "almost insatiable appetite" for Frank Lloyd Wright, Jane Jacobs, and

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[52] Heffern, Sarah. *An Evolving Approach to Social Media.Preservation Leadership Forum* (blog). Entry posted June 27, 2017. Accessed March 2020. https://forum.savingplaces.org/blogs/sarah-heffern/ 2017 /06/27/an-evolving-approach-to-social-media.

[53] Heffern, Sarah. *An Evolving Approach to Social Media.Preservation Leadership Forum* (blog). Entry posted June 27, 2017. Accessed March 2020. https://forum.savingplaces.org/blogs/sarah-heffern/ 2017 /06/27/an-evolving-approach-to-social-media.

arguments about paint. This fact helps them plan accordingly.[54]

The bells and whistles won't matter without good content. The preservation section of this paper will detail how to turn historic preservation into appealing content, but for now, it's important to understand that modern belief systems influence how people resonate with stories. Consider the house museums that prioritize modern methods of interpretation, which tell stories packed with historical contexts and then connect back to present day issues. Those are the most successful of the group. These places realize that interpretation is a form of storytelling. These same communication principles can be applied when telling stories via social media. Actually, a lot of those same stories can be told using social media.

Storytelling extends beyond these forums and should be applied to other aspects for an organization as well. For example, MobileCause discusses the importance of ensuring that board members, staff, and volunteers can eloquently give a 30-second elevator pitch. The easiest way to do this is by identifying the most compelling stories within the organization and providing supporters with talking points to use online and in person. They have also determined that fundraising events where donations are dynamically displayed on-screen bring in 25% more donations than the events that don't display their donation totals.[55] (A donation thermometer is a common way to illustrate this, and some events even pair it with text-to-donate tools so that event attendees can see

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[54] Heffern, Sarah. *An Evolving Approach to Social Media.Preservation Leadership Forum* (blog). Entry posted June 27, 2017. Accessed March 2020. https://forum.savingplaces.org/blogs/sarah-heffern/ 2017/06/27/an-evolving-approach-to-social-media.

[55] "Online Fundraising: The Beginner's Guide for Nonprofits." MobileCause. Accessed March 2020.https://www.mobilecause.com/online-fundraising-guide/.

increases in real time.) This same principle can be applied to social media, stressing the importance of visual storytelling in all things but particularly donation campaigns.

Community

A key formula to keep in mind throughout this section is, "Social media community= content + community + exchange".[56] The previous section detailed the content, and the next two themes—community and partnership— similarly discuss the community but offer unique benefits.

Community, perhaps more than any of the other themes, reiterates a valuable tenant of nonprofit organizations, which is the importance of building dedicated supporters. Social media has drastically changed the way that people interact with brands, and research shows the necessity of building a strong, supportive group of community members. This is common sense for nonprofits who rely on supporters to donate, volunteer, campaign, etc.

The first step to understanding community is to understand how people use social media. In 2007, Charlene Li and Josh Bernoff came up with Social Technographics, which identified people who use social media.[57] These categories are not all encompassing, and people may participate in more than one category at any given time. The categories are creators, conversationalists, critics, collectors, joiners, spectators, and

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[56] Davis, Robert, *Social Media Branding for Small Business: The 5-Sources Model : a Manifesto for Your Branding Revolution.* First edition.

[57] Li, Charlene, and Josh Bernoff. 2008. *Groundswell : Winning in a World Transformed by Social Technologies*. Harvard Business Press. http://search.ebscohost.com/login.aspx?direct=true&db=cat06564a&AN=uga.99346957239029 59&site=eds-live.

inactives. These categories will help nonprofits understand how their audiences are using social media, thus allowing them to determine the best ways to engage with them and seek out new members. Additionally, Lanier reminds historic preservationists that many of their potential community members are recreational audience members, who may or may not realize that they are interested in historic preservation but care about the places they live and visit.[58]

Once organizations identify, it's vital to determine where and how to integrate with said audiences. It is also necessary to draft a narrative that speaks to the benefits of historic preservation and why people should care about the issue. At its heart, social media communities are amplified word-of-mouth. This plays a huge role in how other people feel about and make decisions about an organization's brand. People who never interact with a particular brand directly may still carry an opinion. This is largely due to the increased digital technologies. In fact, Robert Davis says that brand meaning is increasingly derived through social media and that customers no longer care about traditional advertising, meaning any form of paid advertising, and that people are more interested in what other people have to say about the brand, event, or product.

"What I am really arguing here is that communication is now engagement which is a conversation amongst your brand stakeholders, regardless of whether Target

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[58] Lanier, Claire L. "Social Media: How the Right Digital Communications Can Transform Your Company's Outreach." Lecture, ACRA, Online, May 9, 2017.

and Woolworths want it that way. Wow. The time has truly arrived. Stakeholders are in the driving seat of brand value."[59]

This may seem chaotic, but organizations can use this to their advantage. One piece of advice that Davis gives in *Social Media Branding for Small Business: The 5-Source Model* is to find the community's pivotal, an individual who seems to be able to facilitate the conversation toward action.[60] A great resource for visualizing this is Derek Sivers' *Leadership Lessons from A Dancing Guy*.[61] In the video, it becomes apparent quite quickly that the first dancer doesn't carry the same impact as the next few people who get up to dance. The same principle can be applied to social media. An organization's community doesn't grow from the organization posting something to their feed but rather the brave community members— the pivotals— who engage in conversation around the post. Pivotols and the community don't consume, they create.

Stemming off of this idea is the importance of crowdsourcing. Crowdsourcing is used in regards to fundraising on social media. (The average crowdfunding campaign sees five out of eight donors being new to their organizations, and the average individual collecting $612.)[62] However, it's an engaging tool that historic preservationists can use in a myriad of ways. The ability to crowdsource information, funds, or oral histories through

[59] Davis, Robert, *Social Media Branding for Small Business: The 5-Sources Model: a Manifesto for Your Branding Revolution.* First edition.

[60] Davis, Robert, *Social Media Branding for Small Business: The 5-Sources Model: a Manifesto for Your Branding Revolution.* First edition.

[61] "How to start a movement | Derek Sivers." Video file, 5:41. YouTube. Posted by TED, April 1, 2010. Accessed March 2020. https://www.youtube.com/watch?v=V74AxCqOTvg&feature=emb_logo.

[62] "Online Fundraising: The Beginner's Guide for Nonprofits." MobileCause. Accessed March 2020.https://www.mobilecause.com/online-fundraising-guide/.

social media can not only help an organization engage its audience but complete projects and gather knowledge as well. An example of this is the Nancy Hanks' Facebook Group.[63] The Nancy Hanks was a memorable passenger train that used to run in Georgia. Because it's no longer in service but widely remembered, it carries a nostalgic intrigue that people on social media seem to love. Although it's not managed by an organization, just passionate individuals, it shows how crowdsourcing could be helpful for a preservation organization.

Partnership

At first glance, it may seem counterintuitive for an organization to team up with competitors that share similar missions, but the concept of strategic alliance, which is also called partner marketing or co-marketing, can be advantageous to both groups, forming a symbiotic relationship that essentially exposes both parties to new communities. Sources say that one of the main advantages of strategic alliances is being able to introduce the brand to new audiences, thereby expanding the organization's clientele and managing competition more effectively.

Social media has made it easier than ever before to form and promote partnerships. The digital world has not only created new opportunities for partner marketing but lowered barriers to forging partnerships. Partnerships may entail informal displays of mutual support, like commenting encouraging words under a photo or retweeting a recent post, but they could also stem from a more formal connections like in-

[63] Facebook. "I rode the Nancy Hanks train in Georgia." Facebook Group. Accessed March 2020. https://www.facebook.com/groups/227519659926/.

kind or monetary sponsorships. For example, a historic preservation nonprofit might consider selling ad space in the form of a social media post. In addition to sponsorship, there are many other types of co-marketing to consider:

- "Affiliate marketing partners promote your brand for monetary reward. The result is a direct alliance of brands that targets a mutual audience. Groupon is an example of this type.

- Develop content such as podcasts, articles and videos with partnerships. Each company shares it with its target audience. Link sharing and co-creation help align the companies.

- Bundle products and services with distribution partners. It can be in the form of discounts, coupons in-store demonstrations, giveaways or other types of promotions.

- Use retention marketing techniques for loyalty programs. They reward customers based on how often or how much they buy. Include partner discounts or products within your program and vice versa.

- Team up with a partner for online or offline shared stores. For example, Starbucks locations opening within grocery stores is an offline shared store. Online store share examples include businesses that have stores on Etsy.

- Partner with a company that can help offer additional products and services in your industry you otherwise wouldn't be able to offer. This creates a no-hassle revenue stream, and products can often be white labeled to carry your brand.

- Depending on your goals and industry, consider aligning your brand with a charitable organization. Licensing and product placement are also options for organizations looking for strategic partners." [64]

Best practice dictates that tagging is one of the most important tools for online partners to use. In instances where tagging isn't an option, it may be sufficient to include the partner's web address somewhere in the post or in the description box of a video.

In recent years, social media partnerships have not only become more prominent but evolved to become core components of platforms like YouTube and TikTok. These platforms are changing the way that co-marketing happens. YouTube has some of the most effective sponsored content, and TikTok, although relatively new to the field of digital advertising, shows tremendous potential. According to Hootsuite, these platforms provide a stark contrast to the decline in effectiveness that happened in the realm of traditional media. They are booming. "The influence of everyday experts— like customer advocates, YouTube experts, and peers on social media— continues to climb and influence how consumers discover and buy." [65]

Preservation

In addition to nonprofits and social media, there's question of how historic preservation nonprofits can balance their organizational limitations with new avenues of communication. Digital resources can mean big things for the fulfilment of organizational

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[64] Patel, Neil. "Affiliate Marketing Made Simple: A Step-by-Step Guide." Neil Patel. https://neilpatel.com/what-is-affiliate-marketing/.

[65] *Demystifying Social ROI: A brief guide for CMOs.* Hootsuite. Accessed March 2020.https://hootsuite.com/resources/demystifying-social-roi.

goals, but it takes more than supportive leadership, a solid brand, and good social media strategy to convey the "so what" of an organization's mission. The appeal of an organization's mission, or its cause at-large, can easily be understood by breaking it down with the three artistic modes of persuasion, which is a communication technique used in rhetoric, literature, film, and other narrative art. Aristotle popularized the notion that ethos, logos, and pathos are the three essential building blocks of a persuasive argument.[66] The following sections explore each of these modes in regards to the contemporary historic preservation movement. This information will assist historic preservation nonprofit organizations in creating compelling content, which is an absolute essential ingredient to successful SMM.

Ethos

According to Meeks, people are greatly misinformed about historic preservation. While there are people who are completely uninformed or apathetic, a large percentage of Americans support the basic principles of the contemporary historic preservation movement but don't associate them with the field of historic preservation. Some people who have a general understanding of the movement have many issues with the field. For one, most people don't feel like the work preservationists do impact their daily lives or cultural ties. This is a huge red flag. Additionally, people assume that preservationists loathe progress. This is where the stereotypical caricature of the hysterical preservationists comes in. All of these different groupings are problematic and speak to a

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[66] Poulakos, John, and Takis. Poulakos. 1999. "Classical Rhetorical Theory." http://search.ebscohost.com.proxyremote.galib.uga.edu/login.aspx?direct=true&db=edshtl&AN=inu.30000067558308&site=eds-live

need for more general education about the field.

When people are not knowledgeable about what the historic preservation movement is and why it's valuable, they're left with impressions they've collaged together from their limited experiences. The average person likely doesn't come into contact with a preservationist on a regular basis, so their perception of the movement may be crafted from commission meetings, ill-informed HGTV shows, urban explorers on Instagram, news articles about archeological digs in Egypt, and dated house museum tours, etc. This can be concerning due to the fact that many of these experiences do not reflect current thinking in the field. Nevertheless, realizing these mischaracterizations can help preservationists do damage control and conscientiously reshape their image. This plays into the mode of persuasion called ethos. Ethos is all about establishing credibility. To Aristotle, ethos was about convincing the audience of one's morale character, but modern practice places more of an emphasis on having a clean, professional appearance, and having the knowledge and composure to make a good impression. It essentially boils down to putting on airs.

One way for historic preservation nonprofits to appeal to people via social media is by using the mode of ethos to appear legitimate. For example, a verified and active Facebook page makes an organization look more credible than an organization that has an outdated website and no social media presence. A complete stranger who is searching out a nonprofit will be reassured to find resources like an updated business address and a phone number or responsive direct messaging. Conversely, if an organization sends out emails from a Yahoo! address or appears to be untraceable online, the gut reaction to the organization will likely be negative.

Additionally, a nonprofit can convey their character by appearing ethical and transparent. Strangers may get this impression by seeing a post that announces an organization's commitment to ditching single-use plastics or a post sharing an infographic of how donation money was spent.[67] Specifically, in the historic preservation field, hiring diverse staff shows integrity and a commitment to the underrepresented communities that the movement is placing an emphasis on right now. Other examples of boosting ethos include things like adding the appropriate citations when posting facts on social media, hosting clean up days in the community, or teaching a historic preservation activity in local schools. What it boils down to is that historic preservation nonprofit organizations should be well-respected, leading voices in their neighborhood. They should be able to weigh-in on local happenings, and community members should consider them to be trustworthy source of information within their areas of expertise.

<u>Logos</u>

"For Aristotle, logos makes it possible for him to perceive and make clear to others through reasoned discourse the difference between what is advantageous and what is harmful, between what is just and what is unjust, and between what is good and what is evil." -Paul Rahe[68]

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[67] Canva, an easy-to-use design tool, says that infographics supply people with a lot of info, all wrapped up in a stylish graphic. Infographics have been proven to be incredibly successful forms of communication, and brand promotion.

[68] Paul Anthony Rahe, Republics Ancient and Modern: The Ancien Régime in Classical Greece, University of North Carolina Press, 1994, p. 21.

Logos is an argument of reason. It is literally logic. However, this has historically been the most lackluster appeal used in the historic preservation field. Often messaging in the movement prioritizes feeling. For example, content urging people to act before a resource is lost or to consider the impact of a specific place can be effective, but it lacks substantial reasoning. The importance of preservation doesn't always have to be abstract. There are many logical arguments for preservation, and most of them aren't discussed enough outside of the movement. To illustrate, consider the case for preservation as a means of sustainability or the economic benefits of preservation. There are many logical arguments of adaptive reuse. These aspects of the field could be used to persuade a community that doesn't see the benefit in preserving old buildings for history's sake to consider adaptive reuse.

In order to build a logical argument, follow best practices: do research, cite sources, and avoid acronyms, which can isolate audience members. Additionally, posts should be succinct but not dumbed down. They should be both simplistic and significant.

Pathos

As previously mentioned, nonprofit organizations whose missions are non-immediate or not high priority can be challenging to market. In a world full of starving children, heartbreaking ASPCA commercials, and frequent natural disasters, preserving old buildings can seem like an irresponsible or even silly cause to rally behind. Despite this perhaps over-cynical view of preservation, the movement, when positioned correctly, actually has the potential to resonate with everyone regardless of race, nationality,

religion, gender, sexual orientation, or any other grouping.

According to Maslow's hierarchy of needs, preservation isn't the "cherry on top" of a healthy, happy city. Belonging is an important part of societal and community well-being. Maslow's hierarchy of needs lists belonging as a deficiency need, meaning a basic need whose absence will not only be noticed but harmful. The built environment is one way that a community can provide a sense of belonging to its members because the built environment acts as a type of generational repository.[69] In *The Image of the City*, Kevin Lynch notes that every citizen has an "association with some part of his city, and his image is soaked in memories and meanings." [70] Even if a citizen doesn't actively realize it, the places where they live, work, play, shop, and even travel play a role in who they are and whether or not they have the foundational blocks necessary to be fully successful. In the introduction of her book, Meeks says that the need to preserve is inherent. She cites psychologist and place attachment researcher Maria Lewicka. Lewicka says, "The development of emotional bonds with places is a prerequisite of psychological balance and good adjustment...It helps to overcome identity crisis and gives people the sense of stability they need in the ever-changing world."[71] In order to make citizens excited about preserving their cities, they need to be reminded of these connections. Meeks says, "If people are so starved for belonging, the question becomes how a preservation organization can reach these people and form a meaningful relationship with them. This

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[69] Tweed, Chris & Sutherland, Margaret. (2007). Built cultural heritage and sustainable urban development. Landscape and Urban Planning. 83. 62-69.10.1016/j.landurbplan.2007.05.008.
[70] Lynch, Kevin. 1960. *The image of the city*. Cambridge, Mass: MIT Press.
[71] Meeks, Stephanie and Murphy, Kevin C. *The Past and Future City: How Historic Preservation is Reviving America's Communities*. Island Press, 2016.

is where social media becomes important because social media is about making connections. It also offers a low-risk forum to educate people about your cause."

Inculcating the themes of belonging and attachment into an organization's messaging allows them to leverage pathos, a method of persuasion which appeals to the emotions of the audience and elicit feelings that already reside in them. This appeal is regularly used in fundraising campaigns. Mobile Cause lists the following tips for tapping into a donor's psyche and motivating them to give: empathy, storytelling, impact, social pressure, and scarcity[72]. These tips can be used to inject pathos into specific campaigns. For example, the movement at-large has been increasingly focused on inclusion. By digging into the emotional aspects of diverse histories and the need for better representation within the field, an organization can argue the importance of their work. These messages of pathos could be triggered by using empathy, storytelling, social pressure, or scarcity.

Additionally, emotional arguments don't always have to be heavy. For example, the Colonial Theatre in Phoenixville, Pennsylvania used people's shared love of the film *The Blob* to develop a festival.[73] The kitschy Sci-fi movie was filmed at several locations in town, including the theatre. The weekend features activities like a movie viewing, a street fair, and even a recreation of the theatre scene. It's attended by a wide array of people who appreciate its quirky character and unique ties.

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[72] "Online Fundraising: The Beginner's Guide for Nonprofits." MobileCause. Accessed March 2020.https://www.mobilecause.com/online-fundraising-guide/.
[73] "Colonial Theatre's Blobfest." Phoenixville First. Accessed March 2020. http://www.phoenixvillefirst.org/blobfest.

Overall, using these three modes of persuasion to compartmentalize content can aid in the development of a more engaging social media strategy. Often times appeals of ethos, logos, and pathos will overlap to form more holistic arguments, yet whether they stand on their own or together, these modes of persuasion will resonate with people in different ways and make a difference in the accomplishments of marketing goals, membership goals, fund development goals, and the likes. These small arguments will build up support for preservation that is desperately needed. Meeks says, "Preservation is more than just saving buildings, a house museum here and there. It's about creating and enhancing environments that support, inform, and enrich the lives of all Americans." [74]

Understanding the basic elements of nonprofit organizations, social media usage, and the historic preservation movement are an essential foundation for historic preservation nonprofit organizations looking to leverage social media as a powerful organizational tool. It's important to understand that each element completes the whole and that a truly successful organization must be healthy internally and externally and possess a deep understanding of its mission. This groundwork will enable organizations to achieve success not only on social media but in many other endeavors as well.

Research Gaps

In regard to literature gaps with the topic of nonprofits, social media, and preservation, there is room for more research on how these topics blend together. Although there are some sources, a majority of them are outdated and many of them

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[74] Meeks, Stephanie and Murphy, Kevin C. *The Past and Future City: How Historic Preservation is Reviving America's Communities*. Island Press, 2016.

exclude social media altogether. There's also the general topic of communicating the

historic preservation movement, which could explore other important digital marketing

tools like email marketing, website organization, podcasting, and more.

CHAPTER 3

CASE STUDIES

The following chapter presents five successful social media campaigns. The first

one is Katmai National Park & Preserve's Fat Bear Week, and the following are: World

Wildlife Fund's solution to Snapchat fundraising; Facebook's infamous ALS Ice Bucket

Challenge; and Miami's Marine Stadium's redefinition of blight; and the Merchant's

House Museum's partnership with a well-known YouTuber. Each case study will provide

a synopsis of the campaign and illustrate one of the five previously defined aspects of

successful social media management. These are: 1) consistency, 2) relevancy, 3)

storytelling, 4) community, and 5) partnership. These campaign examples were selected

from various social media platforms. Additionally, each campaign was either designed by

a nonprofit or could be easily replicated by a nonprofit organization. I believe that it's

beneficial to study these cases because understanding the nuances of each campaign can

inform and inspire better social media practices.

Katmai National Park & Preserve

The National Park Service is slowly finding its voice on social media. Although

the NPS has the advantage of mass brand awareness and thus a social media following, it

has struggled with its engagement numbers, particularly with younger

generations. During the author's time with the NPS, she was able to pick the brain of

Alexandra Picavet, the Chief of Communications and Legislative Affairs for the Midwest

Region. "We'll never be the cool kid on the block," Picavet said. This is partially due to the organization's federal ties.[75]

Picavet also recalled a story from her time at Golden Gate State Park in the early days of social media when a group of interns went rouge, posting National Park Service variations of the classic "Hey Girl" meme featuring Ryan Gosling. Although the posts were trendy and funny, it was off brand and didn't support the organization's mission. This story serves two purposes. The first is to say that every organization, regardless of whether they're public, private, or nonprofit entity, should be protective of their brand and discerning of trends. It also illustrates a problem in the public sector that many other types of organizations continue to struggle with too, which is the issue of interns. Interns, while knowledgeable on current social media practices and enthusiastic about its use, shouldn't be wholly responsible for creating and executing strategic content. In order to maximize social media's potential, it's important for content creators to be armed with the right tools, from basics like a style guide and organizational history to more complex documents like strategic plans. Additionally, internships often only span a few months, which is not enough time to fully implement a social media strategy and stay consistent in postings, themes, voice, etc.

Some of the author's NCPE peers at the NPS got a front row seat to how the park service manages their social media. Although it was a positive learning experience, it proved frustrating too. Bogged down by bureaucracy and faced with the challenge of creating content for diverse audiences spread across multiple time zones, they worked

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[75] The National Park Service is part of the United States' Department of the Interior, which is a federal executive department of the U.S. government.

together to come up with a twofold strategy for the National Historic Landmark

Program's social media accounts. Perhaps the more important of the two strategies was

scheduling content in advance. This not only resulted in more polished posts but provided

the accounts with a much-needed ingredient—consistency. Despite the fact that they

developed enough content to last into fall, they worried that their efforts would be short-

lived. In a paper that they published about their experiences, they questioned how

projects momentum could be sustained during constant change. "Faced with a concrete

end date for our ten-week internships, we worked to inform our advisors of how best to

proceed and maintain consistency...Truly successful social media strategies and

campaigns are achieved when it is part of an employee's main job duties, not an

afterthought."[76] This struggle for consistency is exactly what makes Katmai National

Park & Preserve's Fat Bear Week a truly impressive social media sensation.

Katmai is located in a remote part of Southwest Alaska and is most known for its

abundance of salmon and salmon-hungry brown bears. While the bears prepare for their

annual hibernation, they gorge on up to one hundred pounds of salmon per day and aim

to put on enough weight to keep them satisfied and healthy all winter long.

Five years ago, park staff decided to make the bears' yearly weight gain journey

into a Facebook contest. Reminiscent of *The Biggest Loser*, except the opposite, the

contest runs similarly to March Madness. The bears are placed into brackets and

eliminated by popular vote until a "chubby champion" is declared at the end of the week.

The contest has grown into a beloved annual event that more and more people tune into

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[76] Page, Max, and Randall Mason. *Giving Preservation a History: Histories of Historic Preservation in the United States*. Psychology Press, 2004.

each October. Some dedicated fans track the bears' weight via nature cameras year-round.

The goal of Fat Bear Week is multifold. First and foremost, it raises the profile of the park, which allows them to expand their reach and influence. It also helps them to produce content that is not only interesting but also very unique to the park and its resources, drawing in people who would likely never have known about the park or have the opportunity to visit the remote Alaskan wilderness. Additionally, Fat Bear Week allows Katmai staff to share educational content that defies the NPS's traditionally dry rhetoric, and of course, the contest is attractive because it's good, pure fun. In a world where Facebook is overly political and constantly divisive, it's both eye-catching and refreshing to see a bunch of strangers come together to offer so much body-positivity to a bunch of fluffy, wild bears.

This past year, in October of 2019, Fat Bear Week garnered more attention than ever before. After only two days, the bears received more votes than last year's competition earned in its totality. The park's Facebook page views jumped from 2,000 to more than 70,000, and its posts reached up to 730,000. [77]In the moment of virality, people became nearly obsessed with the bears and their extra poundage, creating campaign posters and crafting persuasive comments in support of their favorite bear. (Figure 1). The national attention was especially nice to see this time around because, for the first time ever, Katmai was able to determine the actual weight of the bears by using a 3D

[77] Calma, Justine. "Behind the scenes of the viral social media campaign for Fat Bear Week: What does it take to crown the fattest bear of them all?" The Verge. Last modified October 4, 2019. Accessed March 2020.https://www.theverge.com/2019/10/4/20898699/fat-bear-week-social-media-ka mai-national-park-alaska.

scanner. (Figure 2). After the Fat Bear Week champion was selected by the public,

Katmai's team shared the scans and weights, which kept momentum going long after Fat

Bear Week concluded. (This is an excellent example of an organization using technology

to create engaging digital content).
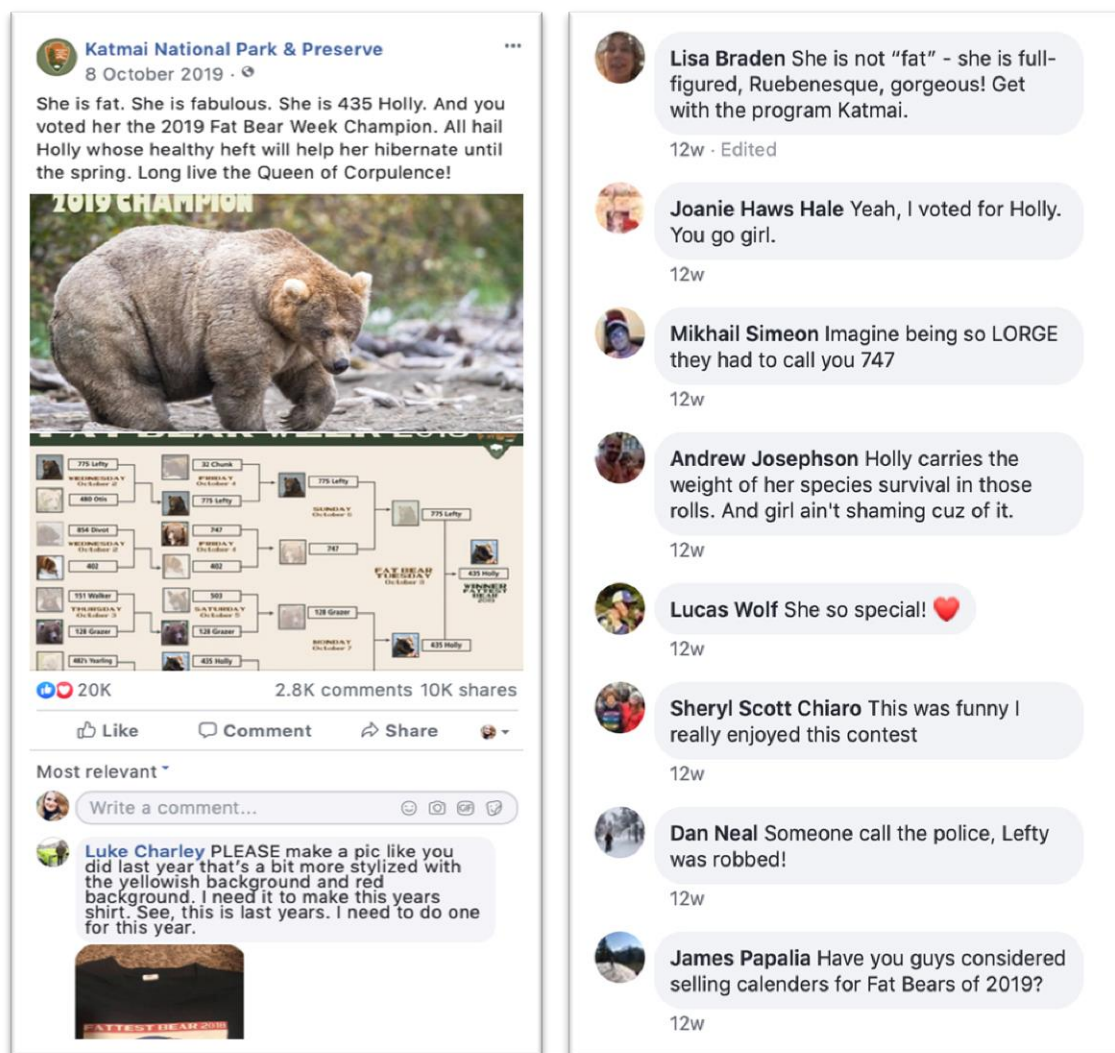
Figure 1: The photo on the left showcases how Katmai's staff used graphics to illustrate their 2019 Fat Bear Week contest. Both photos show several supportive and funny comments from the contest. (Katmai National Park & Preserve, *Fat Bear Bracket*, October 8, 2019, Facebook screenshot by author taken in January 2020).

Katmai's media rangers, Naomi Boak and Brooklyn White, spoke with The Verge

about what it takes to orchestrate a Fat Bear Week. They say that the prep is a year-round

process that requires a lot of time monitoring the bears for personality clues and weight progression. In addition to capturing their own photos, they make it a priority to interact with guests who may have taken photos during their visit, some of whom visit the park specifically to track their favorite bear. The following quote illustrates how dedicated Boak and White are to prepping for the annual event and their reasoning behind its large focus:

Figure 2: This photo was screenshotted from Katmai's Facebook page. It shows the 3D image of the bears, which helped staff members determine how much each bear actually weighed. (Katmai National Park & Preserve, *3D Bear*, October 9, 2019, Facebook screenshot by author accessed January 2020).

"Our park is so remote. It is extremely difficult to get there. You're taking multiple planes, probably a boat or two...Many of [the people who] watch the bear cams are never going to have the chance to step foot in the park, so the social media component allows those people that don't have the ability to have access...There were folks that came out to Katmai just because of the posts...what that told Naomi and I is that social media is absolutely the way to communicate these

important ideas and to be able to share our mission about the resources, clean water, and fat bears." [78]

Another example of consistency is found in the campaign's communication. These weeks are simplistic and clear. Perhaps the most impressive aspect of the contest is that the messaging is clean and goal-oriented. Although they may use trendy words and phrases like "thicc" and "hot girl summer" to stay relevant, the heart and soul of their posts remain true to their mission and objectives. In addition to keeping a consistent voice, the staff makes sure that voting instructions are easily accessible at the bottom of every Facebook post during Fat Bear Week and that people across social platforms understand that the votes must be cast via Facebook.

In the end, the slow and steady hustle that Katmai puts into Fat Bear Week benefits them tenfold. The response that Katmai receives every year is overwhelming and catches the attention of news outlets like CNN and CBS Sunday Morning. More and more, news outlets are tuning into social media to see what's going on in their areas and how many people seem to care, and they are more apt to cover stories that have already been proven interesting. Fat Bear Week 2019 is an excellent example of how social media can be leveraged across all media.

Katmai's Fat Bear Week also illustrates the importance of shares and retweets in virality. When a follower shares an organization's post, the post is shown to that person's

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[78] Calma, Justine. "Behind the scenes of the viral social media campaign for Fat Bear Week: What does it take to crown the fattest bear of them all?" The Verge. Last modified October 4, 2019. Accessed March 2020. https://www.theverge.com/2019/10/4/20898699/fat-bear-week-social-media-ka mai-national-park-alaska.

audience too. This is called organic engagement and will not only result in more eyes on an organization's brand and content but usually more followers as well.

The key observations of Katmai's Fat Bear Week deal with how consistently and strategically they plan for the event. This team works year round to plan out and develop materials for the contest. It's not all-consuming work but does require perseverance and foresight. By using the right tools and staying mindful of best practices, organizations can turn a fun idea into a great return on investment. Slow and steady wins the race.

ALS Ice Bucket Challenge

The Ice Bucket Challenge is one of the greatest social media campaigns of all time. It crossed generations and took on a life of its own, and it's one of the largest examples of a social media fundraiser, or even a general fundraiser, becoming a see-and-be-seen moment. From fraternities and sororities to offices, sports teams, and celebrities, everyone hopped on the trend and felt compelled to add their video to the mix. One source reported that "Facebook was awash with videos from the likes of Ellen Degeneres, Bill Gates and Anna Wintour." These were only a few of the 17 million people to upload videos and help raise over $114,000,000. [79]These videos typically followed the same format. A person or group would introduce themselves, speak about ALS and the purpose of the challenge, say they were donating, nominate at least three other people or

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[79] Stampler, Laura. "Here Are the 27 Best Celebrity ALS Ice Bucket Challenge Videos."
TIME. Last modified August 2014. Accessed March 2020. https://time.com/3111965/here-are-the-27-best-celebrity-ice-bucket-challenge-videos/.

organizations to complete the challenge, and then dump the ice water over themselves before abruptly ending the video.

It may seem like an odd trend, but it's actually a genius way to implement storytelling. The ALS Association used popular media and relevant trends to illustrate how ALS feels to people who live with the disease daily. Much like previous examples of campaigns that prioritized visual components, this concept played on the sensation of physical touch.

When the hype wore down, people were not only much more aware of what the disease entailed but the money raised helped to further ALS research. In 2016, The ALS Association announced that contest resulted in the discovery of a new gene that contributes to the disease. This discovery gave scientists a new target for further drug development.[80]

The premise of the Ice Bucket Challenge could easily be applied to other causes and mediums. For example, Live Below the Line (or the similar but less popular Elon Musk Challenge) asks people to live below the poverty line.[81][82] For over five years, the challenge has had a moderate but sustainable number of participants, such as YouTuber Blair Walnuts. TikTok, a video app frequented by generation z, has found ways to leverage their platform for good too.[83] In 2018, TikTok launched their #CreateforaCause

[80] ALS Association. ALS Association. Accessed March 2020. http://www.alsa.org/fight-als/ice-bucket-challenge.html.

[81] "We're Challenging You to 'Live Below the Line.'" The Hunger Project. Accessed March 2020. https://www.thp.org/challenging-live-line/.

[82] Elkins, Kathleen. "I took the 'Elon Musk Challenge' and spent only $2 a day on food for a month —and it was easier than I expected." Business Insider. Last modified February 3, 2016. Accessed March 2020.https://www.businessinsider.com/elon-musk-challenge-food-budget-2016-2.

[83] "What I Ate On a $1.50 Budget // Live Below the Line." Video file, 10:02. YouTube. Posted by Blair Walnuts, October 3, 2018. Accessed March 2020.https://www.youtube.com /watch?v=

campaign, which benefited DoSomething.org, Best Friends Animal Society, and Oceana and raised over $2,000,000.[84] Another example of a nonprofit organization using TikTok to assist in their cause is Girls Who Code's #raiseyourhand campaign. They challenged girls to sharing an issue they're passionate about by writing it on their hand and then posting a video.[85]

To the author's knowledge, the closest thing that the historic preservation community has seen thus far is the National Trust's #ThisPlaceMatters campaign, which resurfaces every May as a way to celebrate Preservation Month. Although it is largely photo and hashtag based, it has been widely shared across social media platforms to raise awareness for the shared experience of place attachment. In a 2015 article for nextcity.com, the following explanation for the campaign was quoted: "'This Place Matters' started in 2008 as a way for people to shine a spotlight on the historic places that played a role in their lives. Basically, it's like crowdsourcing people's personal connections to the built environment," said Jason Clement, director of community outreach at the National Trust.[86] This campaign not only exemplifies a viral trend but the consistent effort needed to keep an annual campaign alive. However, in the author's personal opinion, the campaign needs a serious refresh. Although the bones of

WAe7XD6qWGM&t=3s.

[84] Banis, Davide. "How Charities Are Using TikTok To Raise Funds." Forbes. Last modified December 16, 2019. Accessed March 2020. https://www.forbes.com/sites/davidebanis/2019/12/16/how-charities-are-using-tik-tok-to-raise-funds/#60f0a306143d.

[85] Williams, Robert. "TikTok ties AR content sharing to charitable giving in celebrity-filled campaign." Mobile Marketer. Last modified December 21, 2018. Accessed March 2020.https://www.mobilemarketer.com/news/tiktok-ties-ar-content-sharing-to-charitable-giving-in-celebrity-filled-cam/544921/.

[86] "'This Place Matters' Campaign Brings Historic Preservation to Twitter, Instagram." Next City. Last modified May 6, 2015. Accessed March 2020. https://nextcity.org/daily/entry/this-place-matters-national-trust-historic-preservation-tweets.

#ThisPlaceMatters are good, social media has drastically changed since its launch and new tools and best practices offer new opportunities.

The takeaway from the challenges mentioned above is that internet trends can be beneficial to organizations. From raising awareness to acquiring donations, understand how and why certain campaigns have taken off is an important part of creating one. Although the ALS Ice Bucket Challenge found virality on Facebook, the nature of social media platforms like Youtube and TikTok make them prime breeding grounds for trendy campaigns. It's worth noting that a major component to success with internet trends is how the campaign is prepped and launched. Regardless of the medium, organizations should follow best practices like creating a clever and catchy hashtag, putting time and energy into things like getting board members and staff members engaged, and identifying influential people to help launch the campaign.

World Wildlife Fund

One of the most powerful Snapchat advertisements of all time was created by World Wildlife Fund (WWF) in the earlier days of the app. (See Figure 3). In 2014, many companies, including Snapchat themselves, "struggled to monetize and mobilize their users."[87] At the time, the app heavily relied on the use of selfies and only allowed recipients ten seconds to view a photo before it vanished. When WWF launched the #LastSelfie campaign, people were stunned. They focused an entire campaign around an "undesirable" app and completely nailed it. In lieu of a more traditional social media

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[87] "Why World Wildlife Fund's '#LastSelfie' Worked." Pineapple Juice. Accessed March 2020. https://wearepineapple.co/why-world-wildlife-funds-lastselfie-worked/.

advertisement, WWF purchased Snapchat filters as a way to share their concern for

endangered animals onto younger audiences.[88] In their video for the campaign, they

perfectly describe why WWF felt Snapchat was the right medium for this cause. The

video shows text that says: "In a way, Snapchat is a mirror of real life. The images users

see are transient, instant, unique, yet only live for seconds. Just like these endangered

animals. Don't let this be my #LastSelfie."[89]
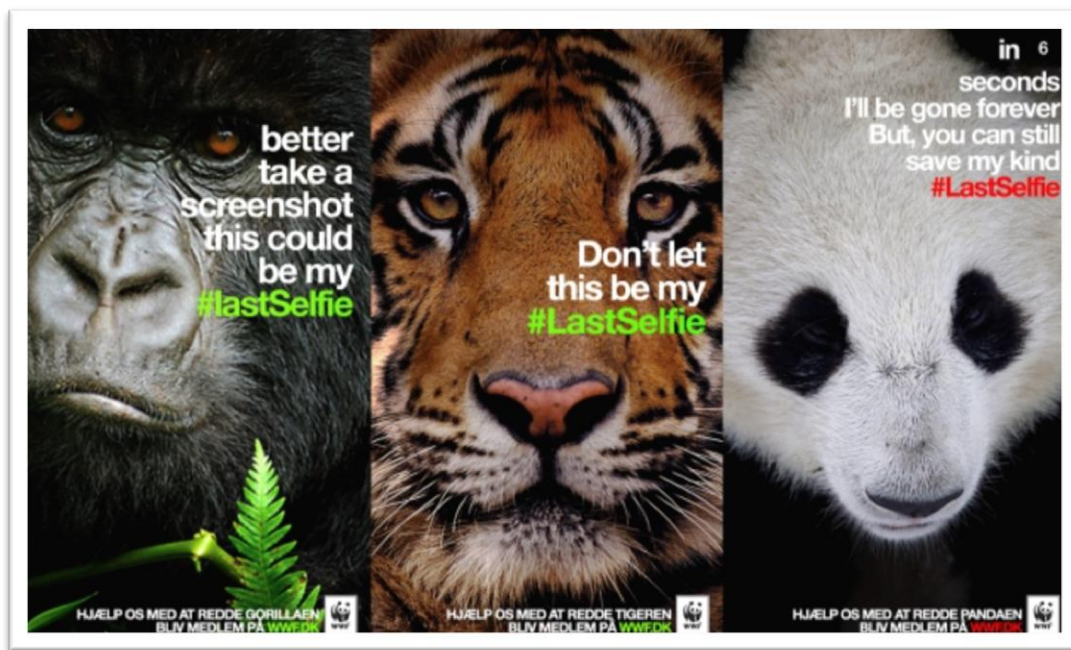
Figure 3: Figure 3 shows several variations of World Wildlife Fund's #LastSelfie campaign on Snapchat. Note the second-count in the upper left hand corner of the last post. (World Wildlife Fund, *Selfie Collection***, Snapchat screenshots accessed January 2020).**

The campaign was striking, thoughtful, and effective. It allowed the organization

to reach 120 million people, around 50% of the platform's users, and meet its monthly

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[88] Snapchat's target audience was, and still is, the millennial generation.

[89] Castillo, Michelle. "WWF Snaps #Lastselfie of Endangered Animals: Selfies just got real." Ad Week. Last modified April 18, 2014. Accessed March 2020. https://www.adweek.com/brand-marketing/wwf-snaps-lastselfie-endangered-aimals-157138/.

donation target in just three days.[90] Endangered animals aren't something Americans are faced with every day and it isn't the cause that comes to most people's minds when looking to donate, but WWF was able to tug at heartstrings and emphasize the importance of their mission by making their cause visual and implementing text-to-give tools that made it easy and quick for their provoked audience to donate.

The same idea could be applied on a larger scale. Cities like Charleston, SC or New Orleans, LA, or any place that has historic preservation to thank for tourism. Cities could use illustrations to show what the city may have looked like today without its historic preservation efforts and advocates. Savannah, Georgia is a great example of somewhere that could use this because the city would've lost a lot of charm and history if not for its "seven ladies", who are the founders of the Historic Savannah Foundation who advocated for the Davenport House, the squares, sections of River Street, and more. [91]

A picture is worth a thousand words, and the visual component of a campaign or post is just as important as the message. Some of the most powerful campaigns, like #LastSelfie, rely almost completely on visual components to be the message. Likewise, a bad image can ruin a good post. Care should be taken to keep the visual aspects of all marketing efforts clean, interesting, high quality, and on brand.

The key takeaway from this section is that storytelling entails more than wordsmithing. Some of the greatest storytelling is done through imagery. A creative, simplistic approach to storytelling can be more powerful than a text-heavy, multi-imaged

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[90] "Why World Wildlife Fund's '#LastSelfie' Worked." Pineapple Juice. Accessed March 2020. https://wearepineapple.co/why-world-wildlife-funds-lastselfie-worked/.
[91] Historic Savannah Foundation. "'The Seven Ladies' of Historic Savannah Foundation." Davenport House. Accessed March 2020. http://www.davenporthousemuseum.org/wp-content/uploads/2018/05/The-Seven-Ladies-PDF-1.pdf.

post. In order to gain new audiences and make large strides in mission, nonprofits need to be forward-thinking and bold.

<u>Miami Marine Stadium</u>

Perhaps one of the most underutilized social media platforms in all of preservation is Instagram. As presented in Chapter 1, there is already an established audience that's interested in topics like historic homes, urban exploration, architecture and landscape photography, and the likes. Most of the people who have successfully leveraged this kind of content are hobbyists, and more often than not, these posts provide little to no information about the property and almost never touch on their deeper importance.

However, there are preservationists working to make historic preservation more "Instagram worthy". Ryan Reed works for the Nebraska State Historic Preservation Office but manages two historic-preservation-influenced Instagram pages during his free time. @Eastof72nd street details Omaha, Nebraska's built environment while @That_Vast_Something showcases the state's little-known stories and underrepresented histories.[92]

Similarly, Sarah Marsom, the creator of the Tiny Activist Project, keeps an active social media presence. She's a preservationist who believes in the various uses of social media. One of the tactics that she praises is the power of Instagram tours, but she warns the guide has to be mindful of the information that the audience is connecting with. "The

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[92] Vanhuss, Victoria. "Are You Ready For The Digital Revolution?". Exceptional Places Newsletter. National Park Service, August 2019.

people on these tours usually only want enough information to create clever captions,"

she said. "These have been great partnerships though because it has turned a number of

Instagramers into preservationists."[93] Instagram tours are becoming more popular within

the field and can be credited for one of the greatest uses of social media by the historic

preservation community— Miami Marine Stadium.

Miami Marine Stadium is lauded as Miami's most significant structure. A writer

on savingplace.org even went as far as to call it "the city's Eiffel Tower". The stadium,

which was designed by Cuban-American Hilario Candela, was one of the first ever

National Treasures designated by the National Trust, and in 2012, the organization began

working with the bleak and abandoned stadium to give it a second life.[94]

Through a series of online petitions, museum exhibitions, benefit concerts, mural

parties, and Instagram tours, the National Trust and Dade Heritage Trust were able to

grow the projects initial cult following into a source of city pride. [95]Something that

separates this project from other historic preservation projects is that it wasn't a

restoration, rehabilitation, or even a traditional adaptive reuse project. The National Trust

realized that the abandoned stadium still had life left in it due to the amount of street

artists that would graffiti there. By embracing its dynamic history and cultural

importance, they were able to create a unique outdoor gallery that celebrates the spirit of

the city.

[93] Vanhuss, Victoria. "Are You Ready For The Digital Revolution?". Exceptional Places
Newsletter. National Park Service, August 2019.
[94] "Miami Marine Stadium." National Trust for Historic Preservation. Accessed March
2020.https://savingplaces.org/places/miami-marine-stadium#.XnOmri2ZOqQ.
[95] Meeks, Stephanie and Murphy, Kevin C. *The Past and Future City: How Historic Preservation is Reviving America's Communities*. Island Press, 2016.

"Artists have kept the stadium alive and vibrant in the many years its future has

been uncertain, and tapping into that passion generated some amazing

opportunities to tell the story of the stadium in an unusual way," said Jason

Clement, the Director of Marketing Campaigns at the National Trust. "Leaning

into the grittiness that surrounds it sets the stadium apart as a preservation project,

and our partners and the City of Miami think this exposure over the past seven

years has been critical to moving its restoration forward." [96]

One of the ways they kept the community intrigued in the project was by hosting

Instagram tours. Not only did this strategy allow for community members to safely

explore their local environment but it leveraged social media to raise awareness for the

campaign on a national level.

Currently, Miami Marine Stadium is slated for construction. In 2016, after the

National Trust and Dade Heritage Trust raised the profile of the stadium, the Miami City

Commission approved $45 million in special obligation bonds to be used in the

restoration of the property. In an enchanting twist of fate, the original architect is set to be

a lead on the redesign team.

All in all, this is a smart use of Instagram for raising awareness of a particular

property that could easily translate across all forms of the built and natural environment.

One thing to consider is that this project was successful because it utilized multiple forms

of advocacy, all appropriate for the situation. There is not a one-size-fits-all approach to

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[96] "Miami Marine Stadium." National Trust for Historic Preservation. Accessed March 2020.https://savingplaces.org/places/miami-marine-stadium#.XnOmri2ZOqQ.

creating a campaign, and although some advocacy work is done entirely online, social media is most powerful when combined with other advocacy and fundraising strategies.

As a side note, this case also illustrates the importance of volunteers to a nonprofit organization. The National Trust credits so much of the campaign's success to passionate advocates who treat the project like their full-time job. The organization even allowed one volunteer, Don Worth, to help with important tasks like visiting City Hall every week, going to community meetings, and giving hundreds of presentations. [97]The lessons here are that it takes a village to accomplish big goals and that community supporters and volunteers are a hugely necessary resource when taking on a project like this.

This preservation-specific example provides food for thought. It is instinctive for a community to be territorial of its resources, regardless of how dilapidated they appear. If safety allows, getting community members into the space somehow is an excellent, almost necessary, way for them to understand the importance of a place and get excited about its potential. Instagram tours are great ways to do this because they provide breathing room for people to wonder and take photos. Not everyone is interested in hearing every detail of why a place *should* be important. Some people would rather discover that for themselves. This example is also riddled with partnership, which is the next aspect.

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[97] Clement, Jason. "The Playbook Behind Miami Marine Stadium's Comeback. "National Trust for Historic Preservation. Last modified February 21, 2019. Accessed March 2020. https://www.citylab.com/perspective/2019/02/miami-marine-stadium-architecture-modernism-preservation/583288/.

The Merchant's House Museum

Caitlin Doughty's Instagram bio says she's a "Mortician, Morbid Scholar, and DeathGurl of all Trades". This might seem odd, or even morbid, until realizing that she's the author of the *NewYork Time*'s Best Seller *Will My Cat Eat My Eyeballs?* and the creator of *Ask A Mortician*, a popular YouTube channel that surveys topics ranging from the evolution of embalming to cases of death at Disney World and everything in between.

Recently, on December 17, 2019, Doughty posted *We Recreated A Victorian Funeral*, a video describing the death and mourning process of middle to upper class families in the Victorian era. [98]The video was filmed at the Merchant's House Museum in New York, New York and aimed to raise awareness about the landmark and its threat of neighboring but destructive demolition.[99] The content of the video, while interesting is largely unimportant to this paper. However, it's worth noting that the video does not focus on the museum or its collection. The house is used as a backdrop and is only mentioned on two occasions: 1) when announcing the location and 2) when directing people to the video's description box for more information on the Merchant's House Museum, its legal battle, and its fundraising efforts. (See Figure 4).

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[98] "We Recreated A Victorian Funeral." Video file, 10:58. YouTube. Posted by Ask A Mortician, December 17, 2019. Accessed March 2020.https://www.youtube .com/watch?v=0OlF-EtoGBo&t=575s; A second video in the series was uploaded on Jan 11, 2020. The video has 291,896 views and 49K thumbs up. It is titled *Recreating 19th Century Death & Mourning Photographs* and was filmed in the house. It features more information on the Merchant's House.
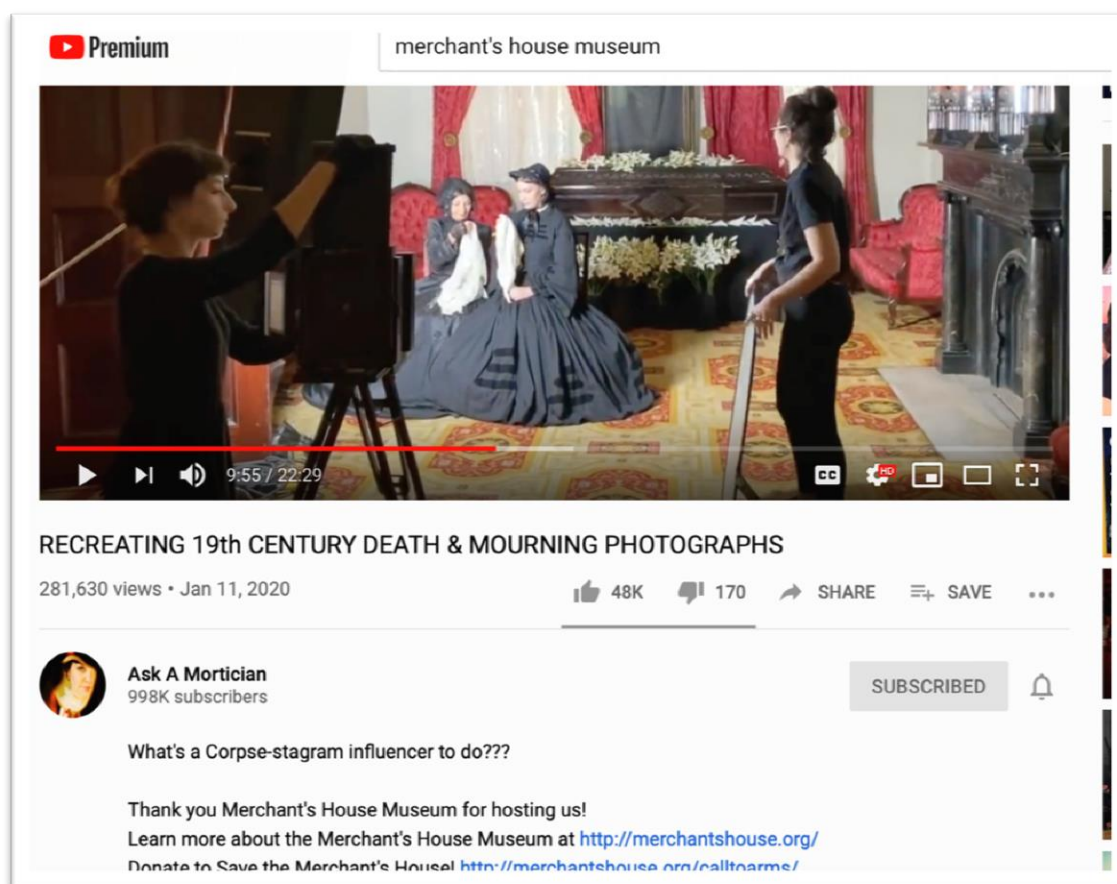
Figure 4: Figure 4 shows a screenshot of Doughty's first Merchant's House video. Notice how she promoted the partnership in the description. (Ask A Mortician, *Merchant's House Photo*, YouTube screenshot taken by author in March 2020).

This video stood out to the author because it is standard practice for for-profit companies wanting to break into YouTube's growing market. Brands often connect with like-minded social media influencers to promote one or more of their products in their videos. Sometimes, these sponsorships only include a small spiel about the product and an exclusive discount code. Other times, these videos are designed around the product or filmed at a brand's store. These types of advertisements are usually more expensive than the traditional Facebook or Instagram ad but are successful in raising brand awareness

and pushing product to younger viewers. An added bonus is that the money spent not only covers the advertising but the video curation too, which saves time and money.

Oddly enough, nonprofits don't often take advantage of this format. (Perhaps this is due to the fallacy that they're not selling a product, but their mission is their product.) However, the Merchant's House Museum's partnership with Ask A Mortician operates like a sponsored video. Although it doesn't appear to be paid, the Merchant's House's decision to team up with Doughty is a genius way for them to expand their audience and target people who are likely to care about their issues due to their already-expressed interest in death, specifically Victorian death. As of January 2019, Ask A Mortician had 935K subscribers and 105,433,621 views, and this specific video had over 20K likes, 235K views, and several comments about the Merchant's House Museum. These numbers are radical for a nonprofit whose goal largely relies on people knowing who they are and caring about what they do. In this case, other forms of social media advertising probably wouldn't have worked as well due to the obscure nature of this shared interest.

Interestingly enough, this series is not the first time that Merchant's House Museum has been featured on YouTube. In October of 2017, the museum partnered with Bustle for their *What's Up Boo?* series to bring a team of paranormal investigators into the home, but the video didn't perform nearly as well as Ask A Mortician's recent video.[100] One thing to note here is that the museum advertised directly to people with an interest in ghosts and catered specifically to this audience by creating a ghost tour that

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[100] "What's Up Boo?: The Ghost Of Gertrude Tredwell." Video file, 6:32. YouTube. Posted by Bustle, October 24, 2017. Accessed March 2020. https://www.youtube.com/watch?v=n7NHKFikq2o.

celebrates the site's haunted history. This illustrates a best practice of not only appealing to a new audience but engaging with them in new and creative ways.

So, what can historic preservation nonprofits take away from this? The biggest lesson here is the importance of thinking outside of the box and finding well-connected allies. If there's a YouTuber or social media influencer whose topic is in the organization's wheelhouse, sponsored videos could be a good way to introduce a cause or brand to a new group of people. Not only will the partnership lead to audience growth but some YouTubers will agree to fundraise on an organization's behalf if its cause closely aligns with their channel's mission. One example of this is true crime and conspiracy theory junky Kendall Rae, who uses her platform of 1.59M YouTube subscribers to raise awareness for Thorn, a nonprofit that fights against child sex trafficking and the sexual exploitation of children.[101] She has raised over $55,620 dollars for the organization by selling t-shirts and prompting her watchers to donate through her exclusive donation link.

The importance of forming online partnerships extends far beyond YouTube, or even social media influencers and sponsored posts. Social media enables organizations to communicate between brands, comment on social or political happenings, speak directly to their audience members, grab the attention of news outlets, and share information about other closely-related organizations and causes. The possibilities are endless.

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[101] Rae, Kendall. "Support @thorn in the new WHERE IS CAMPAIGN! https://represent.com/openyourmind?kw=store&store=kendallrae&variant=358… 100% goes to Thorn and will support them in the mission to defend happiness my working to stop the human trafficking and exploitation of children." Twitter. July 19, 2018, 5:17 PM. https://twitter.com/ kendallraeonyt/status/1020055148155023360?lang=en.

Consider creating partnership between like organizations. Marsom created the Tiny Activist Project as a way to "highlight lesser known stories of people who fought to save cultural resources" by selling hand-sewn dolls. She spoke to me about a time when she created an "Instagram beef" between several large preservation organizations by Instagramming a child holding one of her dolls and asking them if they would hire the young activist. "They engaged in this hilarious back and forth, and it was a really fun and different way to start dialogue between preservationists," she said.[102]

The idea of partnership should also extend into the physical. For example, the Pure Barre in Macon, Georgia often hosts free pop-up events at community spaces like the Library Ballroom or Society Garden. They even offer donation classes, much like spirit nights at fast food restaurants, in which a portion of their fees are donated to a nonprofit's cause. This concept is growing in popularity at historic sites too. Mies van der Rohe's Farnsworth House uses yoga as a way to connect with the community and open its doors for additional uses.[103] In all of these cases, these partnerships are showcased and strengthened through the use of social media tools like Facebook events and tagging.

Overall, partnerships make for an easy way to expand audiences and form allies. Organizational partnerships can be just as, if not more, beneficial than well-connected board members. Remember, when playing the long game, it's not always about getting something out of the partnership, especially at first.

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[102] Vanhuss, Victoria. "Are You Ready For The Digital Revolution?". Exceptional Places Newsletter. National Park Service, August 2019.
[103] "Architecture of Asana: Yoga at Farnsworth House." Farnsworth House. Accessed March 2020.https://farnsworthhouse.org/asana/.

The most important takeaway from this case study is that partnership can be a hugely beneficial tool for making allies and new connections. This is particularly helpful for nonprofits that lack the platform or resources to fight for their mission alone.

Overall, the aim of presenting these five case studies was to explore some of the most successful examples of social media cause marketing and further develop the five aspects of consistency, relevancy, storytelling, community, and partnership. Although not all the case studies were specific to the built environment, all of the principles can easily be applied to any nonprofit campaign. This chapter focused on newer and more popular forms of social media like Instagram, TikTok, and YouTube because so much information already exists for Facebook. These cases were creative and forward-thinking. Because social media changes constantly, it is important to keep up with current trends.

CHAPTER 4

SURVEY PROCESS AND RESULTS

Chapter 2 provided the background literature necessary to understand nonprofits, social media, and preservation. This overview, along with the case studies presented in chapter 3, illustrates social media best practices and provides historic preservation nonprofits with ideas for modernizing their approaches. The third chapter also introduced the five aspects of social media— consistency, relevancy, storytelling, community, and partnership. This chapter will continue to build on the information presented in those chapters.

Of the available research and presented case studies, the information that was specific to historic nonprofit preservation organizations was sparse and largely outdated. Many of the useful sources were from the National Trust and were designed to target grassroots volunteers, developing organizations, and other types of novice groups. While these resources are needed and helpful, they shouldn't be the only form of instruction available to historic preservationists because they do not address intermediate or advanced practices. More advanced guidance can take an organization's social media presence from existing to thriving or from good to great.

The information gaps that surfaced during the survey of existing resources included questions like what kind of social media outreach historic preservation nonprofits gravitate towards, the type of support that these organizations hope to find on social media, how the public interacts with them online, and who their target audiences are. These are only some of the questions that will be addressed by introducing new data.

<u>**Online Survey**</u>

To gather new quantitative and qualitative data, an online survey of 41 questions was sent to 43 historic preservation nonprofits from across the country. In total, there were 31 survey submissions. The objective of the survey was to find out how these organizations use social media and how they are funded, staffed, and governed. Knowing this information gives insight into the topic of social media usage in the historic preservation field.

The first step of this process was to develop criteria for determining which organizations to survey. In accordance with the research question, all participating organizations needed to be a nonprofit with 501(c)3 status. In addition to being a public charity, it was important to target organizations whose mission focuses or largely emphasizes protecting the built environment. An array of historic preservation nonprofits were selected, ranging from volunteer-based to sufficiently-staffed. They varied in membership size and service-area size as well. Aside from those criteria, the organizations were divided into the three regional categories: 1) Georgia, 2) the rest of the Southeast and 3) the remaining U.S. This was done so that the country as a whole could be compared to the Southeast or Georgia for regional differences or patterns. In regard to Georgia, a representative sample was chosen from around the state that included state-wide, regional, and local organizations, both established and new. The Southeast was determined by the U.S. Geological Survey, which considers the Southeast region to be Alabama, Florida, Georgia, Arkansas, Louisiana, Mississippi, North Carolina, South Carolina, and Tennessee. It also includes Puerto Rico and the U.S. Virgin Islands, but

these survey results do not include data from those territories. Because the sample was designed to be inclusive of all historic preservation nonprofits and truly representative of the movement, the author was very intentional about not looking at organizations' social media pages before inviting them to participate in the survey. It was also purposeful not include any organizations that serve the historic preservation movement on a national level.

The survey was built using Qualtrics XM, an experience management software and web-based survey tool used to conduct research, evaluations, and other data collection activities. Qualtrics allowed for an easy and clean design, creating a professional survey. It was branded with the colors and logo of the university and looked polished on the computer as well as mobile devices. The author knew this was important because a growing percentage of people use their phones to access their email, social media, and other digital media tools. The survey needed to be attractive and easy-to-use so that people would be motivated to see it through to the end. The survey, which was estimated to take seven minutes, included a progress bar for this same reason.

The survey was divided into nine categories in order to organize the survey into digestible, specific topical areas. A visual of the survey, including the full list of questions, is available in Appendix B. The categories are:

1. The Basics

2. The Work Environment

3. The Community

4. The Money

5. The Tools

6. The Current Uses

7. The Realities

8. The Goals

9. Final Thoughts

The process included more than just defining criteria, selecting organizations, crafting a survey, and developing a plan for analysis. Time was spent crafting an introductory email, which expressed the author's association with the university, her intent to study historic preservation nonprofits' social media use, her objectives to expand on existing research and produce a practical document, and the research guidelines. The latter took up most of the email and covered notes like how participation was voluntary. It also gave her permission to use each organization's name in the research, and it let them know that the survey link would be available from Feb 3 to Feb 14, 2020. In the email, a connection with each organization was established, framing the ask as a personal invitation rather than a blanket email. This stems from the knowledge that the author learned as a marketer and fundraiser— that a single personal touch can go farther than several generic touches. After sending out survey invitations via email, there was follow up with everyone a week later. Through this process, several board members and staff members provided insight into the topic and expressed excitement in seeing the survey results.

<u>Observational Data</u>

In addition to the survey conducted via Qualtrics, the author chose to observe

each responding organizations' social media channels, spending around 10 minutes on each page and manually recording observations in an excel document. The information collected during the two weeks that organizations were taking the survey so as not to create a bias. The observation data included insight like the number of followers each organization has, how many times per week they appear to post, whether or not they respond to comments, what kinds of graphics they post, whether or not they showcase partnerships, and how many (if any) advertisements they had purchased.

Although this process was less formal than the online survey, it had many benefits. First, it allowed the author to collect additional information on each focus group, providing more context and familiarizing her with each brand. It also allowed her to form her own opinion on each organization's social media usage. Using the knowledge that she acquired from her background in marketing and by researching this document, she was able to make informed judgments about whether or not an organization was implementing best practices. Additionally, the data collected from each organization's social media helped clarify each survey submission. The author was particularly cognizant of how each organization graded themselves. In many cases, her impression of a nonprofit's social media mastery changed between reviewing survey responses and personally assessing social media pages. She did her own assessment before she did a deep dive of the survey results and analysis.

Survey Results

Forty-three historic preservation nonprofit organizations (13-GA, 13-SE, 17 outside of the SE) were invited to take the survey. Twenty-six organizations submitted

answers, which is a response rate of 60.4%. Three of these organizations sent in two responses, and two organizations sent in one and a half responses. One organization did not fully complete a response, leaving half of the questions unanswered. In total, there were 31 responses.

The Basics

This section of the survey was designed to cover the clerical questions needed to organize data and provide a very basic understanding of the organization's mission. It included six questions about the survey taker and their organization, including confirmation of their 501(c)3 status. The survey results revealed that ten respondents were executive directors or presidents; eight had "communication" or "marketing" in their titles; two were board members; four had some variation of "preservation" in their titles. Other respondents were field service workers, historians, membership professionals, outreach coordinators, or educational staff. The last question in this section asked the respondent to grade their organization's social media presence on a scale of A-F. 19% of the respondents graded their organization as an A. The same percentage totaled the organizations who graded themselves as Cs and Ds. Only one respondent selected F, noting later on in the survey that their organization isn't on social media.

The Work Environment

This section was necessary to determine the ways in which organizations' environments impact their social media practices. These six questions overviewed how leadership perceives social media, which staff member(s) is responsible for social media,

and how often social media is factored into decision making. Twenty (20) respondents, or 67% of participants, said that their leadership "always" supports the use of social media, yet only 33% respondents say that their organization "always" considers analytics when planning and 13% say that staff members "always" talk about social media in meetings. Furthermore, 56% of respondents said that their organization's social media is handled by one or more marketing staff members. However, the survey revealed a large number of instances where the "marketing team" was simply a committee of staff from other departments, working to fit marketing on top of their other responsibilities. Additionally, the survey results indicated that 89% of the surveyed organizations spend less than 10 hours per week doing social media-related tasks.

The Community

This section of the survey addressed how organizations perceive their communities and vice versa. According to the survey results, only three organizations feel confident in the public's ability to recognize their brand. The numbers are even lower for whether or not an organization feels confident in the public's understanding of its mission. Only 10% of respondents agreed that their organization's social media presence feels like a community. Furthermore, none of the responding organizations said that their key supporters "always" interact with them through social media. In contrast, 58% answered this question by selecting "sometimes" or "never".

The Money

       This section of the survey offered insight into where organizations get and spend money. It also investigated whether or not organizations have digitized their fundraising efforts. Sixty-five percent (65%) confirmed that their organization fundraises via social media, yet 38% of responses indicated that they usually receive donations by cash or check rather than a digital payment. Interestingly enough, only three organizations, which is 10%, "always" meet their annual fundraising goal. Additionally, over half of the respondents said that their organization budgets for the costs associated with social media. Only six organizations said that they didn't.

The Tools

       The most popular channels appeared to be Facebook and Instagram; Twitter and YouTube were also ranked highly. In terms of tools, hashtags were the most popular ones used. In contrast, GIFs, contests, QR codes, and live streaming were least popular— polling at less than 5%.

The Current Uses

       This section explored how organizations are currently using social media. Only six organizations shared video content "half the time" or more, and only 12 organizations regularly use social media for customer relations purposes. The survey also outed seven organizations that weren't displaying their social media handles on their websites. Similarly, 15 organizations said that they don't feature its social media handles in brochures or other printed materials. This section also revealed issues with planning and

consistency. Fourteen organizations, or 48%, said that they "sometimes" schedule posts at least a week in advance, 6 organizations, or 20%, said that they never schedule posts out in advance. Along the same vein, 24% of respondents said that their organization never uses a content calendar. Most of the responding organizations answered "sometimes" to this question while only five organizations answered "always". Overall, 58% of respondents felt like social media was "always" worth the effort.

The Realities

The Realities inquired about the ways organizations are limited in their social media approach. For example, 21 organizations admitted that they lack the skills to use social media features, and a large majority of respondents said they would be interested in expanding their organization's social media reach.

The Goals

This section unveiled the respondents' strategic planning efforts and their current objectives. Nine organizations, or 31% of the surveyed group, said that they "always" create a strategic marketing plan. The same number of organizations responded that they "never" make a strategic marketing plan. The top objectives were fundraising or product sales, advocacy, and membership growth or retention. No organizations selected "productivity" or "customer service", and three organizations chose to type their own answer, which mostly resulted in either typing "preservation" or simply restated their mission. Nineteen organizations noted that they would like more training on the topic.

<u>Final Thoughts</u>

Only a handful of organizations responded to the last survey question, which was an optional text box for additional comments. One organization said, "We would like to do more SMM, but there isn't enough time. Other activities get in the way, so social media often falls behind." Other respondents shared this sentiment as well. "Social media responsibilities are a responsibility of someone who also has a vast panorama of other duties," said one nonprofit marketing manager. "It sometimes/often gets relegated to a beat seat, especially in the heat of battle."

Some of the respondents opted out of the final question but chose to send follow up emails. A handful of email responses echoed the responses above, but some of them expressed a passion for the topic and affirmed that this information will be helpful for their organization to objectively self-assess.

Observational Results

As noted earlier, the author also observed organization's social media platforms, assessing things like how many followers each organization had and how they interacted with their commenters. The categories used in the online survey helped the author organize her observational data. Some of the categories were not affected by the observational collection, so they have been omitted from this section.

<u>The Work Environment</u>

The observational data revealed that only a handful of historic preservation nonprofit employees interact with their organization's social media. Of the employees

that did participate in sharing or commenting on posts, a majority were involved in social media management. There was one exception to this— leadership members who stepped in to defuse heated situations in the comments section, providing clarification on the issue and hoping to prevent the situation from escalating.

The Community

The observational data was a goldmine for information about each participating organization's community. The most telling piece of information was that audience members respond best to posts that use interesting visual components, like videos or graphics, feature a timely news article about a preservation issue, or include a brief historic memory. The latter types of posts were usually accompanied by a historic photograph, contextual reference, a source, and the hashtags #ThrowbackThursday, #FlashbackFriday, or a holiday reference like #WomensHistoryMonth. The observational data also showed that several organizations weren't responding to comments or answering direct messages. Similarly, only a few organizations shared or retweeted posts from other organizations.

The Money

Although survey data suggested that 58%, or 18, of the responding organizations used social media advertising, only one organization was running ads during the author's data collection. The organization was running several variations of the same ad and one old advertisement, which highlighted a past event and had a broken link.

The Tools

Facebook played a significant role in the data collection process because it is the largest social media site with the most historic preservation nonprofit activity. Many of the organizations that responded had anywhere between 5,000 to 10,000 Facebook followers. The site's transparency tool offered a lot of additional information that other platforms don't provide. For example, a large number of these pages were created around 2010, which means they've been growing for about ten years. Further investigation revealed that many organizations didn't prioritize their Facebook pages until several years after its creation. Despite this, only a portion of organizations were taking advantage of Facebook's growing list of tools and features. Perhaps one of the most startling revelations was the number of organizations that used full links instead of shortened links.

The Current Uses

Another issue that surfaced during observational data collection was that many organizations were struggling to develop content that appealed to their audiences, and served a specific, higher organizational purpose. Additionally, as the survey results indicated, a fair amount of organizations appeared to struggle with matching content to the platform and its unique requirements, opting instead to post the same text and image across all platforms at the same time.

<u>The Realities</u>

      The observational data revealed many instances where details, like an updated informational page or a well-branded cover photo, slipped through the cracks. It also unveiled inconsistencies in posting. Few organizations posted daily, and many organizations appeared to post whenever it was convenient.

      By utilizing both results from the online survey and observational data, the author will have more context for how each organization struggles and excels in SMM. This understanding will allow her to determine recommendations and make generalizations about the historic preservation nonprofit community at-large.

CHAPTER 5

ANALYSIS

The next two chapters (analysis and recommendations) are the culmination of the author's previous knowledge, recent research, case studies, survey responses, and observational data. Because of the amount of information, this analysis chapter is organized by her five aspects of social media, which are consistency, relevancy, storytelling, community, and partnership.

It is important to discuss the threshold for social media"success". What does it mean to have a successful social media presence, and why should these findings matter to historic preservation nonprofits? The reality is that success is subjective and will mean different things to different organizations. For example, a large organization that is sufficiently staffed should have a more powerful command of social media than a smaller organization with strained resources. It is unrealistic to expect these organizations to define success by the same parameters. For this reason, it's important to understand that comparison isn't synonymous with success. Organizations should compete with themselves, comparing previous goals, methods, and results with current ones. The question of success asks whether the steps being taken are in line with the desired result. Furthermore, an indicator of success is reaching measurable, well-defined goals— increasing follower count by 500 people per year or seeing a 10% increase in social media donations per campaign. This is the kind of success that organizations should strive for, and they should be interested in these findings not because they have to "keep up with the Joneses" but because they can learn from other organizations' triumphs and failures.

General Insights

Before diving deeper and analyzing the findings within the context of the five aspects, there are two general insights worth mentioning. The first section of the online survey ended with a multiple-choice question, asking each respondent to grade their organization's social media presence on a scale of A to F. Of the 31 survey responses, 19% selected A. The same percentage of respondents answered either C or D. A majority chose B. These responses weren't bothersome initially. However, once the author compared them to her observational data, a strange pattern emerged. Many of the organizations that received an A in the online survey appeared to overestimate their social media mastery. Likewise, many of the C and D organizations seemed to lack confidence, offering up warnings and explanations before, during, or after the survey.

So why is this? After studying the survey findings and the observational data, the author determined that it was ultimately an issue of knowledge. Some of the organizations that felt confident in their social media practices and abilities are unknowingly uninformed on best practices and new tools, causing them to feel more masterful than they really are. It boils down to this— an organization can't do better until they know better. Similarly, some of the organizations that were overly critical of their abilities were clearly informed enough to realize their knowledge gap. This might cause them to harshly compare themselves to other organizations without considering their unique successes and limitations.

Additionally, 58% of survey respondents felt like social media was always worth the effort, leaving close to 40% of respondents unsure about the benefits of social media.

Could this also stem from a lack of knowledge, or does it have more to do with a lack of concrete results? If organizations were more committed to strategic planning and following best organizational management practices, would they be more likely to see an ROI? If so, would that change their answer?

<u>Consistency</u>

As discussed in the previous two chapters, consistency is a necessary component of the SMM process because it aids in brand ethos and influences social media algorithms. From utilizing best practices to maintaining planning documents, the aspect of consistency touches every area of SMM. This section will discuss several problems of consistency that were revealed by the survey data and observational data.

The first, and arguably the biggest, problem of consistency was strategic planning. The previous chapters greatly emphasized the importance of documentation, specifically the creation and continual development of guidance. These documents include information like the mission statement, brand guidelines, a strategic plan, key objectives, etc, which inform the creation of the SMM plan. The online survey asked respondents whether or not their organization uses a strategic marketing plan. (Figure 5). Nine organizations, or 31% of the surveyed group, said that they "always" create a strategic marketing plan. The same number of organizations responded that they "never" make a strategic marketing plan. It was interesting to see how divisive this question turned out to be. The dramatic responses created curiosity around organizational functions in historic preservation nonprofits. Of the organizations that never, infrequently, or only sometimes create a strategic marketing plan, how many diligently update their strategic plans, set

annual goals, and handle other operational issues? Is this simply a marketing issue, or does the lack of preparation go deeper?

Figure 5: This graph was created by Qualtrics in order to show the survey answers for the question about the strategic marketing plan. Notice how divisive the question was. (*My organization creates a strategic marketing plan every year*, Qualtrics screenshot by author in February 2020).

Another issue of strategic planning is the use of content calendars. Content calendars are key components of SMM and one of the most important tools that organizations can use to better understand their goals and improve their communication. The strategic plan influences the marketing plan, which creates a chain reaction of influencing the social media plan and then the content calendar. Twenty-four percent (24%) of respondents said that their organization never uses a content calendar. Most answered "sometimes", and only five organizations answered "always". These results were shocking. Social media cannot produce a good ROI without proper execution.

Furthermore, organizations need consistent planning and management to share their stories with their social media audiences. Without a content calendar that emphasizes organizational goals, social media is arguably a waste of time because it will not satiate existing audiences, attract new audiences, or serve a bigger plan. The good news here is that this is an easily identifiable issue, and its implementation can not only drastically improve an organization's SMM efforts but alleviate internal communication issues as well. Additionally, content calendars also allow for an organization to flowchart topics, color-code by theme, track audience response, and more.

Although not as vital, the issue of scheduling posts in advance was highlighted in the survey. Several organizations noted they don't schedule posts out a week or more in advance. This was expected and isn't as big of a deal as the marketing plan or content calendar. Nevertheless, planning ahead by scheduling posts ahead of time, social media managers can better serve their content calendars and post during more engaging windows. Scheduling also allows for cleaner, more edited posts and aid in time management.

Overall, the issue of strategic planning that surfaced during the online survey and observation data gave insight into historic preservation nonprofits' responses to strategic planning, but it also left a lot of remaining questions. For example, are these nonprofit organizations unknowledgeable about consistent social media planning and management, or are these nonprofit organizations simply unorganized, stretched too thin, and ill-prepared?

The second issue of consistency is communication, particularly between staff and leadership. Many organizations said that their leadership is supportive of social media,

which is positive. However, circling back to the argument about how each organization graded themselves, supervisors who submitted surveys were more generous with their grading than the social media managers who submitted surveys. On the whole, leadership staff seemed to have a brighter, more positive view of their organization's function and marketing tactics. It could be that leadership may not fully understand the nuances of social media, or along the same vein, supervisors may not feel as though social media is a top priority, seeing it as a secondary responsibility or an added bonus rather than a primary form of communication. Are social media managers overly-critical of their own work, feeling like they could be doing more or doing better? If so, perhaps this misunderstanding is caused, at least in part, by the fact that organizations don't seem to prioritize planning documents or invest in the proper tools. This is a huge red flag. If a staff person, especially a high-ranking employee like many of the respondents are, isn't able to identify what their organization is working towards, social media managers and other employees will be spinning their wheels, which may lead to issues like high turnover or low morale. Correcting these issues will keep organizations from haphazardly running nowhere fast. They should use guiding documents as a road map to clarify company priorities, plan campaigns, and encourage collaboration. It's important to be deliberate with this so that goals are meaningful, understandable, and measurable.

Another problem of consistency was a matter of human resources. For starters, several organizations revealed that they do not have a dedicated marketing staff person or team. Having a marketing staff take control of organizations' social media channels can clarify tasks, redirect focus, and improve all communication efforts. Marketing staff members are trained to protect a brand's image and integrity. They keep departments

from stepping on each other's toes and allow for better organized and more expressive projects.

Likewise, the amount of hours per week that organizations spend managing their social media is concerning too. The survey results indicated that 89% of the surveyed organizations spend less than 10 hours per week managing social media. This may seem like a large amount of time, but it isn't reflective of a social media manager who spends hours per week responding to comments, placing digital advertisements, updating the content calendar, designing graphics, participating in social media listening, etc.

On a lighter note, over half of the respondents said that their organization budgets for the costs associated with social media, and only six organizations said that they didn't. This is good news, and organizations should feel good if they've already set aside funds for paid advertising, new equipment, design programs, and analytic software. It would be interesting to see how these organizations are currently spending these funds because paid advertising didn't appear to be a popular purchase among the surveyed historic preservation nonprofits. However, social media advertising provides a good ROI.

During data collection, one organization stood out in terms of consistency—Preservation Society of Charleston. Not only did their survey emphasize their commitment to continuous planning and posting, but observational data also reinforced that point. They also had very consistent branding, using images and graphics that made their pages feel cohesive and well-kept.

<u>Relevancy</u>

In summary, relevancy's importance ranges from strategic planning— how actions are related to goals— to smaller details like which outside links are appropriate to share. In terms of how historic preservation nonprofits currently utilize this aspect, the online survey and observational data were insightful.

First and foremost, there's the issue of setting and emphasizing relevant goals. Organizations were asked to select from a list of common objectives but could also type in an original answer. They were also given the option of selecting more than one objective. The top objectives were fundraising or product sales, advocacy, and membership growth or retention. However, a significant percentage of organizations selected most, if not all, of the objectives listed. This created doubts for the author because it shows a lack of guidance and focus, leaving both staff and audience members to feel frustrated. Additionally, none of the organizations selected productivity or customer service, and three organizations opted to type in their own answers. The latter mostly resulted in either "preservation" or simply restating their mission statement, which furthered the assumption that some historic preservation nonprofits are ill-informed about their goals and likely ill-prepared in terms of strategic planning.

Furthermore, organizations should consider whether or not their brand is relevant. As discussed previously, an organization's brand is largely determined by the masses. Regardless of whether or not a person has personally experienced a brand, they can influence it and provide positive or negative connotation to others. This means that an

organization should be extra sensitive to what their community thinks about them and their cause. According to the survey results, only three organizations feel confident in the public's ability to recognize their brand. The numbers are even lower for whether or not an organization feels confident in the public's understanding of the organization's mission. These stats fuel questions about the community outreach efforts of historic preservation nonprofit organizations. These groups should consider whether or not their organization is relevant to their community and how it can win favor with more audiences.

Other issues of relevance have to do with selecting social media channels and hiring knowledgeable staff. Organizations should determine which social media channels are right for them by asking a series of questions about audiences, tools, techniques, and goals. One of these considerations should be staffing because staffing affects whether an organization has the resources and knowledge to invest in their social media presence and produce an ROI. YouTube perfectly illustrates this issue. In the section of the survey that asked about tools, YouTube was ranked as the third most popular platform for historic preservation nonprofit organizations. On the surface, this is great news. YouTube is an excellent way to target new audiences and prioritize video content, which is a highly effective form of storytelling. However, the observational data revealed that most of the organizations that have developed a channel on YouTube were using it poorly, if at all. Other survey results shined a light on this, revealing the problems of not only poor planning but staff members who lacked video taking and editing skills and didn't have the time to learn on the job.

It's also worth noting that social media channels should serve a distinct purpose. Because each channel has its own parameters and audiences, the content that an organization produces has to be considered against the culture of each channel. This means creating or tweaking content to fit the site. What is relevant on one site may not be relevant to another. This issue surfaced in the survey results and the observational results. For starters, many of responding organizations admitted to frequently cross-posting, meaning that they share the exact same content across all of their channels. (See Figure 6). On the surface, cross-posting seems like a useful, smart tool that can save time. However, cross-posting is bad practice for the reasons stated above. According to Hootsuite, cross-posting is like putting text through a digital translator. Cross-posting leaves organizations vulnerable to careless errors and doesn't take into consideration things like caption length, image formatting, and vocabulary, which differ from platform to platform. Put simply, historic preservation organizations are currently putting quantity over quality.
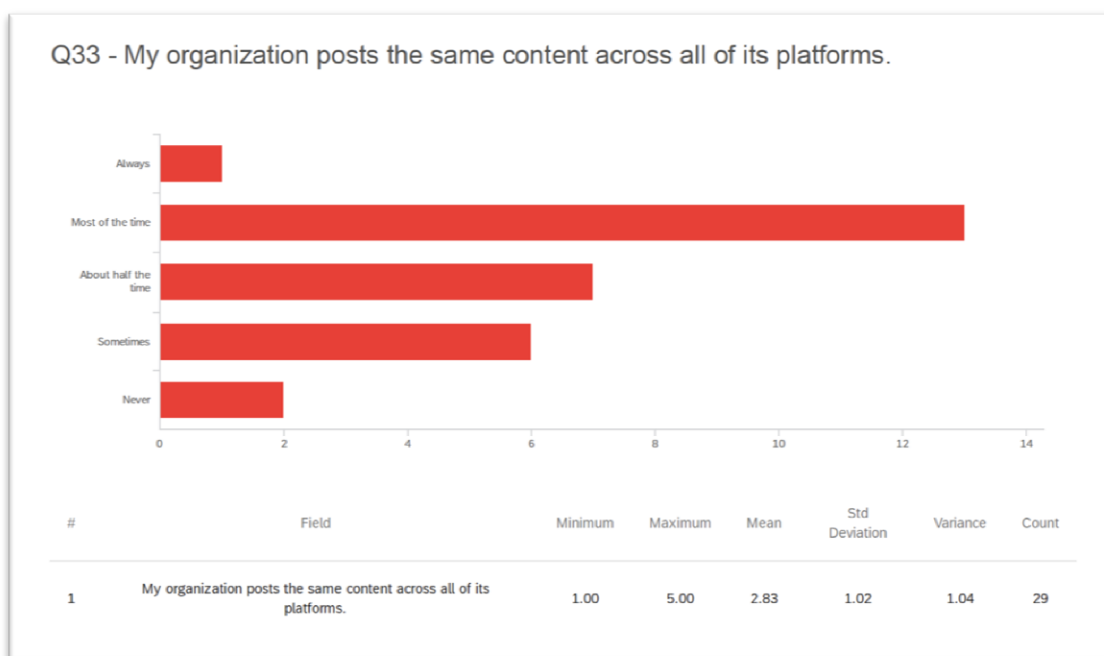
Figure 6: This Qualtrics graph shows the survey response to question 33, which asked how often each organization cross-posted. (*My organization posts the same content across all of its platforms*, Qualtrics screenshot by author in February).

fact that they cross-post from Instagram to Twitter, which creates unflattering and link-

heavy text posts, they do a fairly good job of managing the nuances of each social media
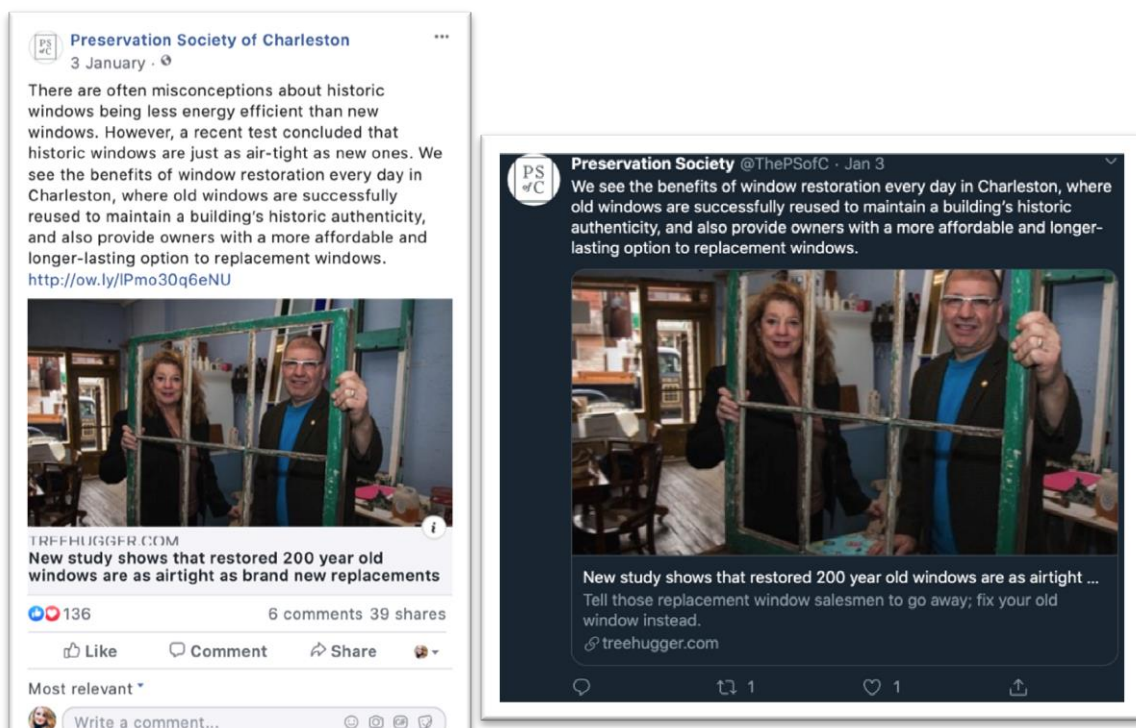

Figure 7: This figure shows two posts from Preservation Society. The post on the right was screenshotted from their Facebook page. The post on the left was screenshotted from their Twitter page. Both posts feature the same article. (Preservation Society of Charleston, *Window Replacements*, January 3, 2020, Facebook and Twitter screenshots by author in March 2020).

platform. For example, one of their recent posts featured an article about an ongoing

preservation issue. It was shared with both Facebook and Twitter but was crafted to fit

the requirements of each platform. One difference between the posts was the text length.

Facebook posts can be very long, but Twitter limits posts to 280 characters. Although

they posted the same article on each site, the posts look completely different because the

social media manager had taken the time to adjust the content for the specific medium,

fixing word count, tone, and image issues. (See Figure 7).

Figure 8: Figure 8 shows a post from the Preservation Society's Facebook page. The post links to an article on an out-of-town issue. Although the post received likes and shares, the first comment was sarcastic and the second questions its validity and relevance to the South Carolina organization's page. (Preservation Society of Charleston, *Brooklyn*, January 2, 2020, Facebook screenshot by author in March 2020).

Figure 8 exemplifies the importance of relevant content. The observational survey noted that some Preservation Society followers get upset whenever the organization shares news from outside their Charleston, South Carolina jurisdiction, but it's a form of outreach that supports their mission and objectives and more people seem to appreciate it than take issue with it. By sharing outside resources, they are not only helping to spread interest in the preservation movement at-large, but they are growing their followers' knowledge of the historic preservation practice, staying relevant and offering up a diverse selection of content. It

is also a great way for them to facilitate discussion within their community. To more seamlessly work this kind of content into their calendar, they might consider altering their approach slightly, using hashtags like #teachingtuesday or even #preservationnews to keep a consistent theme between post and better connecting the article back to something that's happening locally. This could be achieved by asking a question or presenting a related scenario. Overall, the author was very impressed by their pages.

<u>Storytelling</u>

Storytelling, as discussed in the literature review, can help an organization appeal to old and new audiences. By using the three modes of persuasion— ethos, logos, and pathos— organizations can better leverage social media content (or really any kind of content) to garner more support for their efforts.

The survey results and observational data unearthed issues of complacent and lackluster storytelling. Some organizations, especially those without planning tools, were haphazardly posting, recycling content from the previous weeks or days. Although repetition is an important communication tool and is necessary to highlight key objectives, reposting something verbatim, particularly within days of the original post, is a social media foul. Instead of relying on the same tired message, the organizations that were post-recycling correctly were using various kinds of storytelling to make their point.

One way that organizations are reinventing their storytelling is through video. As exemplified by the World Wildlife Fund case study, video can be a powerful means of communication. Only six organizations regularly shared video content, and when it came

to tools, organizations gravitate more towards stories than lives. These stats emphasize the need for historic preservation organizations to branch out, exploring different mediums and creatively using all available tools. For example, Facebook Live can serve a myriad of different purposes from filming ceremonies and events to hosting speeches and Q&As; there are so many ways to utilize this feature. Particularly in light of COVID-19, organizations are relying on these features more and more. This shift was born out of necessity rather than good practice and creativity. One example of an organization going online during COVID-19 is Historic Athens Foundation. In order to collect local histories, they are using Facebook Live to conduct public interviews and allow for discussion about their communities' response to the virus. This also helps them with public relations, showing that they do have a place in their community and can offer support when times are tough.

Other brand assets and tools can tell stories too. Organizations that used programs like Canva to design catchy, branded graphics stood out from the crowd and gathered more likes and shares than those that did not. Both the online survey and the observation data notes that Rethos: Places Reimagined (Rethos) is an excellent example of this. Not only did they recently go through a rebrand in order to make their organization more relevant to their community, but they clearly prioritize various tools— QR codes, shortened links, and GIFs— that assist with storytelling. Along a similar vein, Los Angeles Conservancy, California Preservation Foundation, and Historic New England are some of the organizations that use Facebook Groups to appeal to their social media followers, creating different spaces for different interest groups.

Paid advertising is another important tool for storytelling. As previously mentioned, paid advertising is almost a necessity for organizations looking to grow support online. The survey showed that over half of the responding organizations had purchased social media advertising in the past. However, observational data from Facebook's transparency tool resulted in less exciting stats. Only one organization was running Facebook ads during the two weeks of data collection. The organization wasn't A/B testing their ads, which were all running the same lackluster verbiage and image. Further investigation was inconclusive, showing no signs that any other organizations have previously purchased advertising on Facebook.

Community

Having a solid community on social media can yield high payoffs. This kind of loyal support not only garners organic social media engagement but markets the organization through word-of-mouth and ultimately shapes its brand. The online survey resulted in a lot of insight into historic preservation organizations' communities. Thirteen of the 31 survey respondents said that their organization's social media page either "always" or "most of the time" feels like a community. Conversely, only one respondent said that their organization never feels like a community. This was the same organization that said that they never feel like their area understands their mission statement. Obviously, the latter response is very concerning and signals serious issues with all five aspects of SMM. Interestingly enough, observational data revealed issues with the former organizations as well. Despite the fact that they feel confident in their community and their communities' understanding of their missions, a large majority of the responding

organizations' social media pages did not feel like a community. The online survey provided some insight into why this might be.

First, there are issues surrounding how organizations interact with potential and current followers, best illustrated by organizations that said they don't respond to direct messages. This could be an issue of staffing rather than know-how, but if organizations choose to handle messages this way, they should at least provide a very obvious alternative like an email address or hotline so that community members can get answers to their questions. Unfortunately, many organizations didn't have customer care options available, which likely signals that questions go unanswered. Additionally, Facebook Messenger can also be used for concierge services too, but despite the fact that Facebook allows businesses to schedule tours through their platform, only a couple of the surveyed organizations were using this feature or similar ones to create a pleasant user experience for customers. Properly using these features would not only benefit an organization's community by improving customer relations but would save staff a lot of meetings and phone calls, so it was disappointing for the author to see that this area of customer service is ignored.

Similarly, observational data revealed that around half of the surveyed organizations weren't responding to comments on their social media posts. While this isn't always necessary and should be done at the social media manager's discretion, basic questions should be addressed promptly in order to keep community members informed and happy with the organization's brand. Organizations should also like or share posts and photos that followers tag them in, showing appreciation for their support and

enthusiasm. This was something that the author wished she saw more of in her observational study.

This flows nicely into the next issue— the issue of pivotals. As described in the literature review, pivotals are supporters that constantly interact with an organization and wield a large amount of control over the brand. The online survey asked respondents about their key supporters and whether or not these people interact with their brand on social media. The results were mixed and failed to suggest a lot of recurring interaction. Pivotals are the key to building a community online, so organizations should pay special attention to them, asking themselves who they are, what they are saying, and how they perceive the brand. As noted before, their kind of engagement, comments, and shares, is more beneficial to an organization than the follower count.

The last issue of community is follower count. The survey revealed that several historic preservation nonprofits mistake certain metrics as indicators of success. For example, they may feel like they've developed a solid community because they have a large number of followers. In reality, building a community doesn't have anything to do with follower count or even the likes per post. It has to do with how many people are usually interested in an organization's content and supportive of its efforts. Metrics are useful because they allow a social media manager to see how they have improved or how they compare to similar pages, but there is no magic number of success.

Bonaventure Cemetery proved themselves to be an excellent example of a community. Immediately after the author reached out to them with the survey, they responded with a total willingness to participate. They also warned her that they could be doing more in terms of social media. However, she was genuinely impressed by their

channels. Are there things that could be better? Yes. Are they struggling? No. Of the 10

minutes she spent assessing their Facebook page, she only needed one minute to

determine that they had a strong community. Their page is only a thousand or so shy of

10,000 followers, which was one of the highest follower counts of the entire

observational survey, but their content gets people excited and gives the impression of a

like-minded community. Their followers regularly comment on the organization's posts,

and because the cemetery is located in the highly touristed city of Savannah, Georgia,

there's a lot of the geographical diversity on their page. People from across the county

visit their grounds, have a nice walk or an enjoyable tour, and then want to keep up with

the site via social media. Why aren't other historic preservation nonprofits, particularly

those in highly trafficked areas, not attracting the same prolonged attention?

Another positive example of a community is Historic Natchez Foundation.

Although the organization has less than 5,000 Facebook followers, they have a good

group of like-minded, excited individuals supporting them. This was not only evident by

the comments and shares on their posts but by the support that they received on social

media during Giving Tuesday. Although they didn't raise thousands of dollars (or even a

thousand dollars), they did receive donations and attention on a particularly competitive

donation day, which can be a difficult feat.

The aspect of a community is a vital part of a healthy, growing social media

presence. A nonprofit could not survive without volunteers and community support.

Social media is the same way. In order for social media to be fulfilling for both the

organization and the follower, there has to be a sense of respect and symbiosis between

them. Another reason that community is so special is that it's something that can't be forced. It's a humbling reminder that a brand is only as good as its community.

<u>Partnership</u>

Partnership is the final aspect. Unfortunately, it is also the one with the least amount of data because the online survey did not include questions about co-marketing. The information presented in this section is almost wholly reliant on the observational data. The exception to that is the fact that, in the online survey, most of the respondents stated that their organization uses tagging. While collecting observational data, the author noticed that Historic Macon Foundation and Historic Savannah Foundation were two of the many organizations that did an excellent job of not only tagging partners in the nonprofit field but also the media.

Historic Macon Foundation uses its Facebook to highlight sponsors. In a recent post on their Facebook page, they tagged the Community Foundation of Central Georgia and the Knight Foundation, which are two powerful resources for nonprofits in Middle Georgia. These organizations contribute to their cause and share an interest in the betterment of the community, so it makes perfect sense why they would want to develop and maintain a good working relationship with them.

Likewise, Historic Savannah Foundation did a good job of highlighting their recent press coverage. (See Figure 9). Any sort of media story makes for an obvious and easy social media post, but they took it one step further by not only sharing the article but tagging and thanking the outlet too.
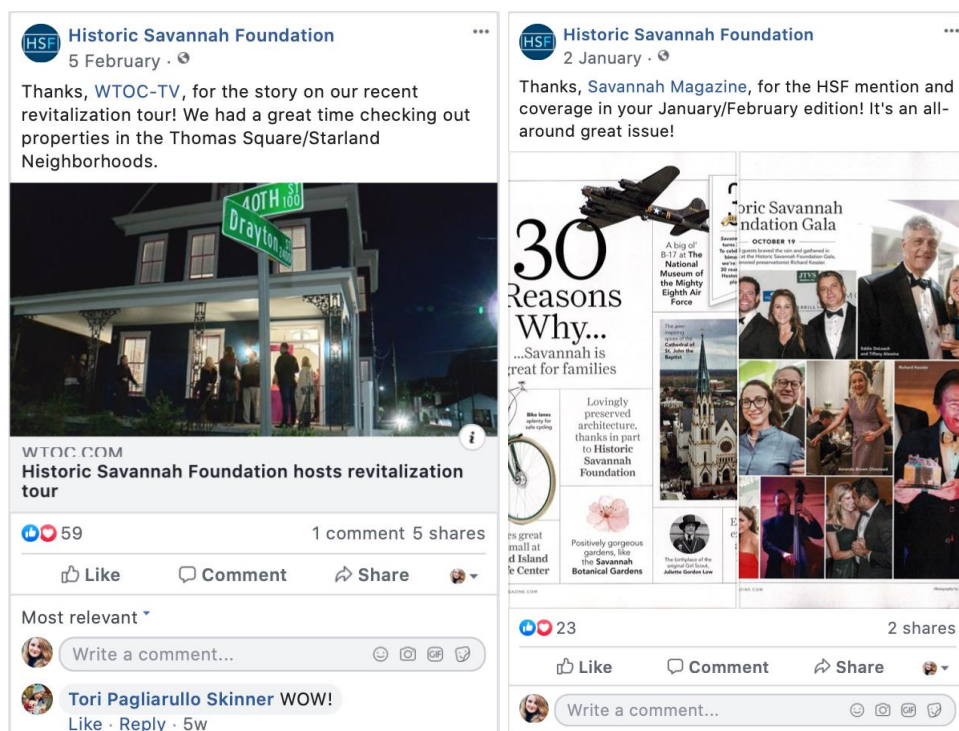
Figure 9: The screenshots above show two different examples of how Historic Savannah Foundation uses Facebook's tagging feature to showcase media coverage and thank the outlet. (Historic Savannah Foundation, *Media Relations*, February 5 and January 2, Facebook screenshots by author in March 2020.)

This chapter's content has covered the collected data's most impactful findings. The survey results and observations collected reinforce the importance of consistency, relevancy, storytelling, community, and partnership. They also reveal common issues within the social media efforts of historic preservation nonprofits and showcase several stand-out examples. It was obvious that every organization that was kind enough to participate in this research is taking solid steps in the right direction to improve its organization and its social media reach. In order to assist them with implementing the above findings into their social media strategies, the author has collected recommendations and provided them in a chronological format in the next chapter.

CHAPTER 6

RECOMMENDATIONS

The step-by-step recommendations in this chapter are based on the information

presented in the previous chapters as well as the author's training in nonprofit marketing.

The recommendations are designed to be a succinct collection of the necessary steps

needed to develop or revitalize an organization's social media efforts. It does not cover

every detail of every channel. However, it provides a step-by-step overview for the

general things. It begins with the strategic plan and ends with advanced, specialized

solutions like paid advertising. In many ways, the steps may feel messy. There is not a

quick, easy solution to reinventing an organization's online presence, and it requires a lot

of forethought and preparation. It's best to think about it as a deep clean, which often

entails making a bigger mess before seeing sparkling results.

1. Reassessment

- *Revisit mission statement and other guiding documents*

- *Determine audiences and expectations*

- *Seek input from staff and community members*

To begin, the board members and leadership staff should have an existential crisis

about their organization— where it's come from to where it's going. It may be helpful for

them to include or seek input from other staff members. Regardless, it should include a

reassessment of everything from the current branding to the current guiding documents.

Everything from the organization's mission to the strategic plan should be included in the

discussion. Groups should have a frank chat about their current audiences to determine who they are and what they expect from the organization. It might also be helpful to survey community members, asking them what they think of the organization, its work in the community, and its priorities. This could potentially reveal information, ideas, or biases that staff members aren't currently aware of. For example, does the average community member know about the organization and its mission? Does this person think the organization should shift its direction to another preservation project or better include underrepresented communities?

2. Analysis

- *Strategic planning will help organizations identify growth areas and set priority*
- *Involve staff in any drastic organizational changes, seeking input on each level*
- *Consider hiring a dedicated marketing manager*

After brainstorming, reassessing, and gathering information, an organization's leadership should put the puzzle pieces together, working to figure out what it all means and how it should be processed. This may result in something extreme like a complete rebrand or simply a mild update to guiding documents. Regardless, this is the time to determine a handful of objectives. Leadership should not only focus on key problem areas but also areas that are well-primed for growth. Objectives should be prioritized, and marketing staff (along with program staff, membership staff, etc.) should be looped in. This step provides the perfect opportunity for leadership to hire a dedicated marketing person or marketing team if they don't already have one. At the very least, they should

seriously consider investing in marketing training courses for the most capable staff member(s). Ideally, the same people who run social media are comfortable with other aspects of marketing as well.

3. Social Media Audit

- *Review all social media, noting how it's featured in other forms of media too*

- *Brush up on best practices or consider expert guidance*

- *Consider analytics and observational notes in planning*

Once a social media manager or marketing team has been identified and brought up to speed, they should begin reviewing all social media (and hopefully other media too). It's important to look over every aspect of social media from the posts to the informational pages and even any current content calendars and scheduling platforms. After collecting analytics and observational notes, they should consider the five aspects of consistency, relevancy, storytelling, community, and partnership. These aspects may help a social media manager to dig further into key community players, topics with the most interest, and more.

Next, the reviewer(s) should set aside their notes and seek more education on the topic. There are lots of resources available, but the author recommends finding an industry leader like Sprout Social. These websites often provide free, updated guides and webinars. Additionally, sites like YouTube or services like LinkedIn Learning feature detailed training courses. Even if leadership staff members don't take these courses, they should be interested in hearing the highlights and learning the basics of social media analytics and social media advertising.

If an organization doesn't have the money to hire a social media manager or doesn't feel comfortable assigning this kind of research and responsibility to a non-marketing staff member, they may want to consider hiring a freelancer via Upwork or Fiverr to perform a social media audit and provide expert guidance. Better yet, they could try to find someone in the field with social media prowess. The preservationist's knowledge of both fields will be beneficial, and they may be willing to guide the organization's social media revitalization for a fee.

After receiving training or expert guidance, it is time for social media managers to revisit their notes and make new notes with their newfound knowledge. This step is all about the details, so while they're practicing their new skills, they should be sure to check each page for broken links or outdated phone numbers. They should expand the search beyond the organization's social media channels, noting any review sites or unofficial fan pages that exist with the organization's name or branding. This is also a good time to double-check that the organization's social media handles are printed on all marketing materials, including the website.

4. Marketing Plan

- *Leadership and marketing staff create a marketing plan*
- *Branch marketing plan out for social media plan, email marketing plan, etc.*
- *Build a content calendar based on previous documents*

The next step should be a team effort between leadership staff and marketing staff— creating a marketing plan. Creating a marketing plan is one of the most powerful things that an organization can do for its social media efforts and its brand as a whole.

The marketing plan should be relevant and consider the organization's mission, data from the strategic plan, and key objectives. Like most guiding documents, the strategic plan, objectives, and marketing plan should be updated on an annual or bi-annual basis. The plan should break off into subsections that include focus areas like social media, email marketing, digital advertising, etc.

The social media plan should feature information discussed in the guiding documents and should include the development of a content calendar. Creating a content calendar and then regularly updating it based on new observations is the healthiest, most important social media practice that exists. Planning for a content calendar is fairly easy at this point because the former existential reassessment has unearthed organizational objectives, allowed leadership to prioritize them, and inspired some sort of measurable goal or success indicator for each objective. To plan a content calendar, a social media manager should begin by making a flowchart of potential content. This strategy ensures that social media posts are relevant, highlighting key topics and creating purposeful content. For example:

Objective 1: Fundraising→

Idea 1: Post instructions about using Amazon Smile to donate to the organization

Idea 2: Share a compelling video interview or quote from someone who benefited from donations; include the donation link

Idea 3: Create a Facebook event for an upcoming fundraiser and tag the participating community partners

Objective 2: Membership retention→

Idea 1: Do a giveaway or contest for members, using branded t-shirts and hats as prizes

Idea 2: Profile volunteers or members who go above and beyond

Idea 3: Post about membership benefits, focusing on the most appealing or little-know incentives

Objective 3: Education→

Idea 1: Share a relevant news article or resource, connecting it back to the community with a question or comment

Idea 2: Highlight services and resources that are available on the organization's website, linking with a shortened, live link

Idea 3: Inform audience members about the benefits that historic preservation has on public health or the economy

After creating the content calendar but before executing the SMM plan, supervisors and social media managers should set up a recurring bi-weekly or monthly check-ins to talk through issues, address changes, and review analytics. These brainstorming sessions will not only result in better internal communication but allow for organizations to regroup, learn more about their social media practices and audiences, and tweak their strategies so that they can continue to grow and succeed.

<u>5. Execute the plan</u>

- *Develop content within a scheduling program*

- *Be prepared for daily management*

- *Invest in paid advertising and the right tools*

- *Encourage staff to use social media*

Finally, it's time to execute the plan. Social media managers should begin to develop content within a scheduling program. Special attention should be paid to spelling, grammar, style, wordiness, and whether the modes of ethos, logos, and pathos are used as a means of persuasion. The emphasis here is on storytelling, so it is important to consider visual components too. Additionally, it is essential to highlight partnerships through tagging.

Although it's a large step in the right direction to develop a content calendar and schedule posts in advance, the work isn't done. Social media pages need constant attention. From managing direct messages to creating brand assets, it's important that social media managers regularly check every page, stay flexible, and think outside the box. Because it's such a time-consuming responsibility, it is encouraged that organizations don't bite off more than they can chew. It's a marathon, not a sprint, so consistency is key.

In addition to the basics, organizations should work hard to stay relevant and accepted by their communities. Social media managers should stay abreast of new technologies and tools, incorporating them slowly and experimenting with best uses. They should also seriously consider investing in paid advertising. Social media advertising will improve brand recognition, brand loyalty, and conversion rates. It will also help to reduce marketing costs and better an organization's search engine

rankings.[104] Facebook and Instagram, which are owned by the same company, have access to the most data points, so they are good places to start. However, more advanced organizations can benefit greatly from buying geofilters, placing Pinterest ads, sponsoring a YouTube video, or participating in other forms of co-marketing.

Lastly, organizations can benefit by getting employees involved in their social media strategy. This requires forming a solid, respectful partnership with staff members and developing policies that not only allow them to use social media at work but encourage it. It is something that can be difficult to implement because it requires training and willingness for staff members to either use their personal profiles or create work profiles. If this is of interest to an organization, there are materials available online that offer guidance. Regardless, organizations can encourage staff members to join preservation groups on social media. These Facebook Groups are good places to make connections, ask profession-related questions, and even seek advice from similar organizations. Some popular ones are Preservation Professionals and Women in Preservation. There are also niche social networks designed for professionals in the city planning and preservation spheres, like Ticco.

As always, it's important to continuously assess and make changes to all social media strategies. It's also necessary for social media managers to have space, time, and desire to continuously learn. There are best practices and inspiration for every aspect of social media. A social media manager is never the first or only person to implement a

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[104] "5 Benefits of Advertising on Social Media." Edkent Media. Last modified August 7, 2017. Accessed

April 2020. https://edkentmedia.com/5-benefits-advertising-social-media/.

new tool or technique, so they should rest easy with the knowledge that they are not alone

and have other people to turn to. It's often helpful to do research, learning from other

people's mistakes and triumphs. Leadership should be as encouraging and supportive as

possible. They made need to brush up on skills, do research, and learn something new.

They should be humble in their approach, admitting when they can't offer guidance and

trusting their social media manager and the analytics. It's a learning experience for

everyone involved.

CHAPTER 7

CONCLUSION

The historic preservation movement in the United States, having just recently

celebrated the 50th birthday of the National Historic Preservation Act (NHPA) in 2016,

has spent the past couple of years assessing how far it has come and making strides to

thoughtfully and continuously evolve into its new chapter of life. The movement has long

been reliant on the passions and sacrifices of the collective, and this new phase of the

movement shouldn't dismiss its grassroots beginnings. Because the media is so saturated

and most people are overloaded with information, community advocates are more

important to the historic preservation field than ever before. National Register of Historic

Places and National Historic Landmark (NHL) nominations, Historic Structures Reports

(HSR), Cultural Landscape Reports (CLR), and other documentation requires

preservationists to develop written communication skills, but the movement also needs

good communicators to connect with old and new audiences through digital media

sources like social media. Preservationists who aren't aware of the nuances of social

media may feel that simply posting content should ensure a good relationship with

followers. However, this attitude is untrue and can make an organization frustrated,

lacking the results they've been promised.

The point of this research was to uncover how the historic preservation nonprofit

community can strategically use social media to address their organizational objectives.

Research into existing sources revealed a lack of field-specific social media guidance, so

this paper relied heavily on guides for nonprofits, tips from social media leaders, and the

author's previous social media knowledge. Additionally, the introduction highlighted

some common contemporary preservation goals— inclusivity, diversity, and technology, but the author was unable to identify any existing sources on historic preservation nonprofits' current objectives. These research gaps led her to create an online survey and record observational data. The online survey revealed some common objectives that historic preservation nonprofit organizations are focused on, including growing and retaining membership, strategic planning, and marketing.

Reflection of Process and Survey

The research questions asked how historic preservation nonprofits currently use social media to strategically address their organizational goals. The author answered the question in several steps. After researching and reading the existing literature, historic preservation nonprofit organizations from around the county were surveyed, along with an observational survey of each organization's social media in order to assess and form an opinion about each group. That information was used to break down each organization in terms of the five aspects— consistency, relevancy, storytelling, community, and partnership.

For the survey, the author used Qualtrics. In the past, the author had only ever used Survey Monkey to create surveys, but despite the fact that she was initially intimidated by Qualtrics, the experience provides powerful capabilities and has a good content and design. It was very useful in collecting and understanding the data. Anyone who's looking to do research can easily make Qualtrics work for their needs.

However, the survey results revealed more cracks than expected. Although the author knew historic preservation nonprofits were struggling with social media due to

issues of staffing, knowledge, and budget, it was a surprise for the survey to reveal a lack of strategic planning. Although initially perceiving that her focus groups needed more training on social media best practices, it became clear that a large part of historic preservation nonprofits bettering their communication is to audit their entire organization, determining things like what they hope to accomplish in the next year, five years, and onward. On the whole, organizations need to realize that they should work smarter not harder in order to better leverage social media. Before the preservation movement at-large can be effectively communicated with the public, preservationists need to get out of their bubble and adopt practices from other fields. They should explore successful business practices, nonprofit practices, marketing practices, etc. in order to improve their organization and their organization's impacts. How can preservationists expect to organize communities if they can't organize themselves?

Additionally, the survey uncovered a lack of knowledge about the benefits of social media. Historic preservation nonprofit organizations seem to have relatively supportive leadership and an okay view on social media's worth. However, they have trouble leveraging social media in productive ways. It's clear that many organizations would benefit from more training in digital media, specifically social media.

Research Gaps

In retrospect, the author would have added additional questions to the survey that addressed how nonprofits are storing photos for digital use, the ways in which organizations fundraise via social media, how strategic goals are currently measured, how nonprofits interact with partners, what kinds of equipment they use to take photos and

videos, and more questions about hashtags and popular content areas. Because it was irrelevant to the research question, questions that would take out the survey were about email marketing, search engine optimization (SEO), grants, and other non-social-media-based fundraising. Oddly enough, almost all of the surveyed organizations use the above-mentioned tools.

In hindsight, the scope of her survey could have been narrowed to focus on one social media outlet, like Facebook. Although observational data primarily came from Facebook, the survey could have been more focused on the tools and practices of that particular site because all of the surveyed organizations, except for the one that didn't use social media, use Facebook.

Perhaps the focus group organizations could have been divided into different categories— by their sizes rather than their locations. Findings gave the impression that the organizations in the southeast are doing a better job with social media than those in other areas of the country, but this is likely a fallacy because there wasn't enough data to prove whether or not that statement is true.

Although the intent was for the social media staff to take the survey, it was hard to get the survey invitations to the correct people because several organizations don't have a marketing person or the marketing team doesn't handle social media. In retrospect, not being more explicit about who should have taken the survey afforded a wide variety of respondents, which offered a more interesting and realistic sample of social media management practices.

Finally, the author regrets not including the topic of review sites, like Yelp and Tripadvisor. They are incredibly important to any organization that hosts tours, offers

activities, or showcases artifacts. Historic sites should ensure that they are responsive to comments, particularly negative ones, and that their presence on these kinds of sites is positive. Reviews often come up on the first page of any search engine, and if someone is unfamiliar with an organization and then reads negative information from a review, they are unlikely to be supportive and may spread their negative impressions to friends.

Suggestions for Future Research

In regard to social media, future research could study subjects like how historic preservation nonprofits can better leverage video for social media or what keywords or phrases are most popular. Further research could also discuss how organizations can fundraising or host programs on social media. For example, the preservation movement can use YouTube to grow and educate its fanbase.

Additionally, potential research avenues extend beyond social media. In general, there needs to be more documentation available on digital media's role in historic preservation. Aspects of digital media like SEO, website management, and email marketing provide important and more focused research topics as well. Related studies might involve technologies and tools like 3D molding technologies, ArcGIS, drones, and similar programs with graphic output. All of these technologies can be used to enhance an organization's digital presence, illustrating data and creating graphics teaching tools.

This research is important for the health of historic preservation nonprofits and will greatly impact the field at-large. From the dawn of preservation, grassroots advocacy has been a crucial component of the movement's previous successes. Because an overwhelming majority of the public uses social media, better social media practices can

ensure that more people are exposed to the field of historic preservation, develop an appreciation for the world's treasured resources, and get involved in the cause.

Did the author answer her research question? Yes, she scratched the surface of many aspects of the question, which asked: "How can historic preservation nonprofits use social media to strategically address their organizational goals?" However, the author realizes that a lot has changed between the survey, which was conducted in February 2020, and this conclusion, written in April 2020. COVID-19 and the stay-at-home measures that have been put in place to combat it has been a challenge for many historic preservation nonprofits. Suddenly, they had to shift gears. Their objectives have changed from issues of membership and money to issues of survival and community. They become more reliant on digital communication, making social media a more important tool than ever before. Due to strict social distancing rules, these organizations have had to make adjustments to their online content, creating virtual tours and hosting Live Facebook events. Although this transition was born out of necessity and not best practice, it has created a positive change within the field. For a lot of historic preservation nonprofit organizations, historic sites, parks, nature conservancies, etc., this was the push that needed to happen in order for them to become more educated about the potentials of digital media. Once the movement has figured out that virtual tours and events are not only helpful for emergency situations but promote accessibility and interest in their offerings, historic preservation nonprofits will find it difficult to return to their old, outdated ways.

These findings will help organizations assess and reprioritize their digital communication efforts and uncover new ways of using social media, shifting from

traditional to digital media. This will aid in the shift that is happening from traditional to digital media right now. It will also serve as a resource repository for historic preservation staff who need to find well-sourced social media tips, and perhaps even spark ideas for further reading.

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APPENDIX A

SOCIAL MEDIA CHEAT SHEET
HISTORIC PRESERVATION NONPROFITS
Using consistency, relevancy, storytelling, community, and partnership to manage your brand on social media

- Facebook
  - Diverse audience
  - Many data points
  - Paid advertising
  - **Recommended for all**
- Instagram
  - Owned by Facebook
  - More visual
  - Growing popularity
- Twitter
  - Like a newsroom
  - Great for advocacy
  - Connect with media
- Pinterest
  - Like a vision board
  - Heritage tourism
  - Drive traffic to website

SURVEY SAYS
A recent online survey of 26 historic preservation nonprofit organizations revealed their current social media practices.

- 19% of respondents graded their organization's social media as an A
- Only one organization didn't use social media at all
- 33% of respondents said that their leadership team wasn't fully supportive of social media
- Only 10% of respondents felt like their channels were solid communities
- 31% always creates a strategic marketing plan and 31% never creates one
- A majority noted that they lacked the skills to use popular features and would like more training
- 24% of respondents don't use a content calendar to manage posts
- Video use and direct message use were low

SOCIAL MEDIA CHEAT SHEET
## HISTORIC PRESERVATION NONPROFITS

Using consistency, relevancy, storytelling, community, and partnership to manage your brand on social media

- Revise guiding documents
- Define objectives
- Explore staffing options
- Research best practices
- Review analytics
- Create a content calendar
- Schedule posts, taking into consideration each channel's unique nature
- Adjust based on feedback
- Answer comments and direct messages
- Use visuals to tell stories and grab interest
- Take advantage of tools and features
- Connect with partners
- Invest in paid advertising

THE BASICS

FORMULA FOR SUCCESS
These five aspects will boost social media ROI.
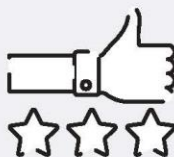
- Consistency
- Relevancy
- Storytelling
- Community
- Partnership

Consistency:
encourages strategic planning, using a content calendar, and posting regularly

Relevancy:
questions whether actions serve strategic plan, audience, trends, etc

Storytelling:
considers how to tell the story of preservation persuasively through words and visuals

Community:
emphasizes the importance of community supporters to brand image

Partnership:
aknowledges the need for co-marketing and good business relationships

APPENDIX B

TERMS

This is a pared down version of Hootsuite's *The Ultimate List of Social Media Definitions You Need To Know*.[105]

—A—

Algorithm
A rules-based procedure for making calculations or solving problems—they're everywhere in computer science! In social media, constantly shifting algorithms control which content its users see (and don't), as well as what topics and hashtags are trending. To the chagrin of social marketers everywhere, algorithms have tightened up in recent years to favor organic content created by humans. Apparently the world needs more video recipes for hEaLtHy BlAcK bEaN bRoWnIeS. This has contributed to the need for brands to "pay to play" with social media advertising and boosted content to be visible online.

Analytics
Data, and the patterns found in that data, often used to make marketing or advertising decisions. A website or application gathers data for its analytics using a cookie or other tracking tag that monitors users' behavior. The tag activates when users begin their visits then stores data about what pages they visited, what actions they completed, and how they interacted with different elements such as clicking on buttons or performing a search.

Audience selector
A tool that allows you to choose which audience you want to share something with on Facebook, including Pages you own.

Average response time
The amount of time it takes, on average, for a company, team, or individual to reply to a customer's messages while resolving an issue.

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[105] Worthly, Paige, and Christina Newberry. "The Ultimate List of Social Media Definitions You Need to Know." Hootsuite. Last modified March 31, 2020. Accessed April 2020. https://blog.hootsuite.com/social-media-glossary-definitions/.

—B—

Brand advocate
A customer who loves your organization so much that they become an extension of your marketing team. They evangelize your products or services without being asked and can become even more valuable if you connect with them directly to engage and empower them. Social media is filled with brand advocates and detractors—if you take the time to find your advocates,

—C—

Caption
A brief description that appears beneath a photo on Facebook or Instagram (and a great opportunity for savvy #hashtag use).

Check-in
A pronouncement that a user has physically visited a geographical location or event. Checking in allows the user to let their friends know where they are—and is especially useful when visiting somewhere warm in the dead of winter, when everyone else is shivering at work.

Click-through rate (CTR)
A common metric for reporting on the number of people who viewed a piece of content then took an action, such as clicking on an ad or link. CTR is most commonly used for pay-per-click advertising and other performance-driven channels. The general philosophy is that the higher your CTR, the more effective your marketing is. CTR is calculated by comparing the number of clicks to overall impressions. (For example, if 100 people saw your Google Ad, and one person clicked on it, your CTR is one percent.)

Community management
The practice of developing relationships around a common interest, done by monitoring and engaging with those who engage with the common interest. The goal is to nurture relationships so that the community acts as advocates on behalf of the common interest.

Competitive benchmarking
The act of comparing your organization's performance to another company's against a defined set of metrics.

Content curation
The process of scouring the Internet for the best, most relevant content for an audience and then presenting it to them in a meaningful way. Unlike content marketing, content curation doesn't involve creating new content. Instead, it's about creating value for your audience by saving them time and effort. There's no shortage of content out there, but not all of it is worth reading. Organizing relevant content into pinboards, newsletters, or weekly roundups can help you build an audience and demonstrate your subject-matter expertise.

Content management system (CMS)
An online application that allows you to draft, edit, share, schedule, and index your content. Popular web content management systems have polished interfaces that allow you to publish content without knowing code. Hootsuite is a CMS.

Content marketing
The practice of attracting and retaining customers through the creation and distribution of valuable content, such as videos, white papers, guides, and infographics. Marketers hope to earn customer loyalty and influence decisions by publishing useful, entertaining, or educational content.Take the Michelin Guide, first published by the tire company Michelin in 1900. Rather than simply advertising their tires, Michelin provided maps, car-repair advice, lists of hotels, and other valuable information that would encourage more driving. Over time, the Michelin Guide evolved into the world's most influential guide to restaurants—and has driven massive brand awareness and loyalty for Michelin. With the rise of social media and search engines, content marketing is now a vital technique for businesses of all sizes.

Crowdsourcing
Leveraging your online community to assist in services, content and ideas. Business applications for crowdsourcing include getting your audience to help translate your product, or asking industry experts to contribute tips and tracks for an upcoming blog post.

—D—

Direct message

A private Twitter message. Direct messages can be sent only to Twitter users who are already following you—and you can receive direct messages only from users you follow unless you have opted into receiving direct messages from anyone in your user settings.

Disappearing content
Content that vanishes after a set amount of time (such as Snaps and Instagram Stories).

—E—

Embedded media
Digital media that is displayed outside of its native setting, such as within another piece of content (e.g., a GIF embedded into a Facebook comment, or a YouTube video shared in a tweet).

Employee advocate
An employee who is willing to promote and defend a company both online and off. Like their consumer brand advocate counterparts, passionate employees can influence the purchasing decisions of their friends, family, and other social contacts.

Employee amplification
The re-sharing of a company's social content by its employees as part of an empowerment model. Organized and coordinated amplification programs leverage employee advocates at scale to greatly increase the social reach of a brand.

Engagement
Talking to, messaging, or otherwise interacting with other people on social networks. Engagement broadly encompasses many types of actions, from commenting on Instagram posts to producing a Facebook Live show with an open Q&A. Engagement is central to any social media strategy.

—F—

Facebook
Launched in 2004, a social media platform that evolved from Facemash, Mark Zuckerberg's website that allows Harvard students to rate the attractiveness of their peers. Facebook was originally limited to university students but went global in the years to come, taking over the world with pokes, likes, posts, and comments.

The site and its founder have been in the news from its earliest days, attracting more their their share of controversies ranging from censorship to privacy concerns and data breaches. Today, brands can use Facebook to connect with audiences worldwide through content and social advertising.

Facebook group
A space on Facebook where you can communicate and share content with a select group of people. There are three types of groups: public, closed, and secret. Make sure you understand the privacy settings of any group that you're a member of and remember that even in a closed or secret group, your information can still be copied, pasted, and shared. You can join a maximum of 6,000 Facebook groups, and if you ever bump up against that threshold, we're dying to hear your story.

Facebook Live
A Facebook feature that allows you to stream live video to your family, friends, and followers. You can get live reaction during your broadcast and interact with viewers in real-time.

Facebook reach
The number of unique users who have seen content from your Facebook Page. Reach is not the same as impressions, which is the total number of times your content is viewed (including multiple views from the same user).
Facebook provides two different reach metrics:
- **Total reach:** the number of unique users who saw any content associated with your Page during the last seven days, including those who view your Page posts, visit your Page after searching for it, and see ads associated with your Page.
- **Post reach:** the number of unique users who have seen a particular Facebook Page post in their News Feed.

These two categories can be broken down further:
- **Organic reach:** the number of unique users who saw your content without your having to pay for it. The vast majority of organic reach occurs when Facebook's algorithm places your posts in your fans and followers' News Feeds.
- **Paid reach:** the number of unique users who saw your content because you purchased visibility for it, either by boosting it or buying an ad.

Feed

The social media data format that provides users with a steady stream of updates and information.

Follower
A Twitter user who has subscribed to your Twitter feed, in order to see your tweets in their feed.

—G—

Geofilter
Special overlays for Snapchat users that reflect the geographic location they are in. Geofilters have also been created by branded partners as well as Snapchat users themselves.

Geotagging
Adding a specific location to a photo, video, or social media message. The ubiquity of GPS-enabled smartphones has made geotagging a core aspect of social media.
Geosticker
Location-specific Snapchat Stickers. Users must have location services enabled to take advantage of this feature.

Geotargeting
A feature on many social media platforms that allows users to share their content with geographically defined audiences. Instead of sending a generic message for the whole world to see, you can refine the messaging and language of your content to better connect with people in specific cities, countries, and regions. You can also filter your audience by language.

GIF
Pronounced "giff," with a hard G, no matter what the actual creator of the GIF says. An acronym for Graphics Interchange Format, which refers to a file format that supports both static and animated images. GIFs rose to popularity as a way to react on social media without words. Facebook and Twitter both now support GIFs. Giphy.com and tenor.com are a great place to start compiling your extensive archive of GIFs, sorted into folders by emotion, obviously.

—H—

Handle
Your online identity, sometimes the same as your username (Hootsuite's Twitter handle is @Hootsuite, for example). A consistent handle across all your social media accounts helps with discoverability, as those who follow you on Twitter might want to find you on Instagram or Pinterest as well.

Hashtag
A word or phrase preceded by the "#" sign. Hashtags are a simple way to mark the topic (or topics) of social media messages and make them discoverable to people with shared interests. On most social networks, clicking a hashtag will reveal recently published messages with that hashtag. Hashtags first emerged on Twitter as a user-created phenomenon and are now used on almost every other social media platform.
Some users use hashtags to express themselves, too: #thatsteakwas47ounces #yesiatethewholething #andimoreringdessert

—I—

Influencer
A social media user with a significant audience who can drive awareness about a trend, topic, company, or product. From a marketer's perspective, the ideal influencer is also a passionate brand advocate. Successful influencer strategies usually involve the coordination of an organization's marketing, customer service, and public relations teams.

Influencer marketing
A strategy where a business collaborates with an influential person on social media to promote a product, service, or campaign. Think of it as micro-celebrity endorsements, designed for the digital age.

Instagram
A free online photo-sharing app that allows for the addition of several filters, editing, and sharing options.

—K—

Key performance indicator (KPI)

A metric that defines whether a marketing campaign or other initiative has succeeded or failed. KPIs for a social media marketing campaign might include brand mentions, replies and retweets, or click-throughs to your website from individual posts.

—L—

Like
Popularized digitally by Facebook—though derived from the dictionary definition—an understood expression of support for content. Along with shares, comments, and favorites, likes can be tracked as proof of engagement.
Facebook's algorithm adjusts individual content feeds based on like patterns, making for interesting results when consciously meddled with.

Live Stories (Snapchat)
Curated streams of user-submitted Snaps from various locations and events. Users who have their location services on at the same event location will be given the option to contribute Snaps to the Live Story. The end result is a Story told from a community perspective.

Livetweet
To post comments and participate in Twitter conversations while an event or situation is happening. Users might livetweet anything from a conference keynote to the latest protest they're attending — or even something as banal as watching a relationship blossom between two airline passengers in the row in front of them.

Lookalike audience
In digital advertising, a group of users who are similar to people who already interact with your business online—meaning they are more likely to be receptive to content related to your products and services.

Lurker
The digital equivalent of the "longtime listener, first-time caller," someone who watches a social media feed in silence for a period of time before actually engaging with the content with a like or reply.

—M—

Marketing automation

A combination of tactics and technology platforms that enable automatic delivery of personalized content to prospects and customers through a variety of online channels. The idea behind marketing automation is giving website visitors and leads the information they need when they need it—and doing so at scale, where is where the automation comes in. Marketing automation isn't about haphazardly scheduling content. Ideally, marketers will segment and score their marketing contacts, then nurture those potential customers with carefully tailored and timed messaging to move them toward an eventual purchase. Solid social media marketing can attract new inbound leads, providing fuel for the marketing automation engine. Marketers can also make that engine more efficient by using social media data to learn more about their leads over time.

Mention
The act of tagging another user's handle or account name in a social media message. Mentions typically trigger a notification for that user and are a key part of what makes social media "social." A properly formatted mention also allows your audience to click through to the bio or profile of the user in question.

Messenger
An app that allows Facebook users to send one another instant messages through a smartphone. Facebook's Messenger app is now a necessity to access messages from mobile; users can no longer see their messages through a web browser.

Microblogging
Publishing smaller, more frequent quantities of content to platforms such as Twitter or Tumblr.

Multichannel attribution
An analytics tactic aimed at better understanding how customers discover, evaluate, and purchase your products or services. When people buy products, they rarely complete a purchase in one step. For example, they might hear about a brand in a tweet, later see a banner ad for the product, then perform a Google search, and then, many days later, finally visit the website to purchase. Multichannel attribution attempts to give relative value to each of these channels, treating each channel as a contributor to a customer's eventual purpose. The goal: better understand the process by which your customers—and develop a holistic understanding of how each marketing channel impacts that process.

—N—

Notification

A message or update sharing new social media activity. For example, if somebody Likes one of your Instagram photos you can receive a notification on your phone that lets you know.

—O—

Organic reach
The number of unique users who view your content without paid promotion. People find social content organically through their own news feeds—either from companies whose pages they've liked themselves, or shared by friends or connections.

Ow.ly
A URL shortener that condenses your links into a shorter, more social-friendly format. [ow.ly](ow.ly) is Hootsuite's proprietary URL shortener that's built right into the platform. It allows you to track real-time clicks and export detailed summaries of your shortened links' performance. And it's not just for use within Hootsuite—you can use your shortened links in emails and on webpages, too, if you want to track their performance beyond social.

—P—

Paid reach
The number of users who have viewed your published paid content, from ads to sponsored and promoted content. Paid reach generally extends to a much larger network than organic reach—messages can potentially be read by people outside of a concrete contact list.

Pay per click (PPC)
Also known as cost per click (CPC), a type of advertising where an organization pays each time a user clicks on an advertisement. The costs incurred during a PPC campaign vary based on the competitiveness of the keyword phrase an organization is targeting with its ads.

Pinned tweet
A tweet that has been pinned to the top a Twitter profile page. Pinning a tweet is a great way to feature an important announcement—or that time you got retweeted so many times that you had to write a follow-up to promote your SoundCloud. If your tweets are public, anyone who views your profile page will see the tweet.

Pin

Favorite links stored on Pinterest. Every Pin is made up of a picture and a description given by the user; when clicked, a Pin direct users to the source URL of the image. Other users can like or Repin your Pins. Users can also organize Pins by theme or event into visual collections.

Pinboard

A collection of Pins on Pinterest. A Pinboard can be organized by any theme and can either be private or public. Some examples of Pinboards: Short Hairstyles, Dream Tattoos, Bridesmaid Hell, Whole30 Keto Instant Pot Desserts, Cats I Want to Pet.

Pinterest

A visual organizer for saving and sharing links to sites and other media you like—also known as Pins. Pins are represented by an image and description of your choosing and organized into collections called Pinboards. Pinterest users can share their Pins with others, or Repin pictures they liked from other users. Think of Pinterest as a virtual scrapbook, or a bookmarks page with pictures. Common uses include event planning, recipe collection, and fashion blogging — but savvy businesses across a spectrum of industries are learning to leverage this platform to grow their audience.

Post

A social media status update, or an item on a blog or forum.

Private

A setting on a social media account (such as Instagram or Twitter) that protects content from the public. Users must request to follow private accounts to see the content.

Promoted Accounts

A Twitter Ads feature, announced in 2010, that invites targeted users to follow a certain account. This function is used to quickly grow a Twitter handle's following. Promoted accounts appear in users' timelines, Who to Follow suggestions, and search results.

Promoted Tweets

Promoted tweets are native advertisements targeted to a specific audience available through Twitter Ads. They look almost identical to organic tweets in users' timelines but include a small "Promoted" marker. Promoted tweets are used by advertisers to reach an expanded audience.

Publishing approval process

A business procedure for ensuring that outbound social media messages are error-free, on-time, and on-brand. Many organizations now protect their social media accounts by managing them through a social relationship platform (SRP), which provide a safe environment for teams to collaborate on content before publishing. Lower-level employees, interns, or contractors might draft messages, but their content must be approved by managers, supervisors, and/or compliance officers before publishing.

—R—

Reach
Reach is a data metric that determines the maximum potential audience for any given message. It is not a guarantee that the entire audience will see your social media post. Reach is determined by a fairly complex calculation that includes number of followers, shares and impressions, as well as net follower increase over time.

Real-time marketing
The practice of connecting with an online community around current events, trends, and customer feedback—often to a fault. If hopping on a hashtag bandwagon or personalizing a meme to your business (ahem, dentist offices still doing the Harlem Shake) isn't on brand, it could fall flat with followers.

Reddit
A popular social networking site where users upvote (positive) or downvote (negative) user-submitted content, from videos and image-based memes to text posts. The most upvoted and commented-on posts appear higher up on the website's main page, as well as on its many topic-focused sections called subreddits.

Repin
To share another user's Pin on your own Pinterest Pinboard. To Repin, simply hover over the Pin you love then select "Repin." You can either add the Pin to an existing collection or start a new one. Like the Pin but don't want to to a Repin on it? Like it instead.

Reply
A response to someone's tweet. Unlike direct messages, replies are public.

Response rate
A engagement metric to assess how much you are interacting with your social audience. To calculate your response rate, take the number of mentions that you have replied to in a

given time period and divide it by the total number of mentions you have received (excluding retweets).

Response volume
The total number of outbound messages that an organization, team, or specific social media account delivers in response to customer service issues within a given time period.

Return on relationship (ROR)
A measurement of the value gained by a person or business from developing a relationship. Measuring ROR isn't easy—it involves not only analyzing connection growth, but also understanding the impact your customers' voices have on your brand and reputation. This includes sentiment analysis, as well as engagement metrics for your content, like organic sharing rates.

Retweet
A tweet that is reshared to the followers of another user's Twitter account. When you click the retweet button on the Twitter website or app, you can opt to republish the tweet as is, or add a comment to explain why you're sharing it or offer your own hot take on the topic.

—S—

Scheduling
Planning social media updates and content ahead of time, using a social relationship platform (SRP) or another publishing tool. Scheduling saves social professionals time in their daily workflows by allowing them to draft several messages at once, often as part of a publishing approval process. It also enables them to reach audiences in different time zones and organize extended marketing campaigns.

Screenshot
A photo that captures activity on a computer screen or smartphone display. For Snapchat users, given the ephemeral nature of its content, the ability to take a screenshot by either party has proven controversial. Snapchat notifies users when someone takes a screenshot of their content, but there is currently no way to prevent it from happening altogether.

Selfie
A self-portrait photograph, usually taken with a smartphone and shared on social media sites.

Share of voice
A measure of how many social media mentions a particular brand is receiving in relation to its competition. Usually measured as a percentage of total mentions within an industry or among a defined group of competitors.

SMS
The text-messaging service component of phone, web, or mobile communication systems. Brands use SMS for a variety of purposes, from promoting text-based offers to sending service-related reminders.

Snapchat
A photo- and video-messaging app launched in 2011. Users can add filters, text, drawings, or emoji to their content before sending it to their recipients. Snapchat was once unique for its content's ephemeral nature: Individual messages last only up to 10 seconds before they disappear forever and are erased from the company's servers. In 2013, Snapchat added the Story feature, which allows users to share replayable Snaps for up to 24 hours in the "Our Story" section.

Social commerce
An area of digital commerce where the buying process is assisted by social media and online networks.

Social listening
The process of finding and assessing what is being said about a company, topic, brand, or person on social media channels.

Social media management
Technology and business processes for securely managing social media accounts, engaging audiences, and measuring the business results of social media activities. Effective social media management is critical to conducting business on social media. When implemented at scale across departments and regions, coordinated social media management practices allow everyone within the organization to collaborate and achieve measurable outcomes on social media.

Social media marketing
The use of social media by marketers to increase brand awareness, identify key audiences, generate leads, and build meaningful relationships with customers. Social media marketing should be well coordinated with social customer service, community management, and social selling activities to create seamless relationships with customers.

Of course, social media is just one channel in the overall marketing mix; the most effective social media marketing programs are also integrated into multi-channel strategies.

Social media ROI
ROI stands for "return on investment." Social media ROI is the sum of all social media actions that create value.

Social relationship platform
Secure, scalable technologies that allow businesses to manage social media communications of any kind across departments and devices. Think of a social relationship platform as a digital command and control: These tools put everything you need for social media into one place, making it easier to manage. Social relationship platforms are used for monitoring, posting and tracking social media, and help manage everything from customer service to lead generation. Hootsuite is a social relationship platform.

Sponsored posts
Content on a social-media site that has been paid for by a brand or organization. Every social media platform has its own form of sponsored content; brands can leverage sponsored content to get visibility with a larger audience that might be interested in their messages, products, or services.

Stories
A form of ephemeral content on Facebook, Instagram, or Snapchat that disappears after 24 hours.

—T—

Tag
A keyword added to a social media post with the original purpose of categorizing related content. You can also tag someone in a post or photo, which creates a link to their social media profile and associates them with the content. Many services also offer the option to remove unwanted tags from your profile.

Triage

The process of prioritizing, assigning, and responding to inbound social media messages. The term is borrowed from emergency medicine, where it is crucial to assess the relative urgency of every case to prioritize care.

In a social media triage process, incoming messages are filtered, evaluated for urgency, assigned to the necessary parties, and, if necessary, escalated so that the organization can provide the appropriate response (either online, offline, or both).

Tweet

A Twitter message. Tweets are limited to 280 characters of text (including URLs) and could include embedded photos, videos, and some other forms of media. They are public by default and will show up in Twitter timelines and searches unless they are sent from protected accounts or as direct messages. Tweets can also be embedded in website pages. Need more than 280 characters to get your message across? Hit the + button below your post to add an additional threaded tweet, then publish them all together.

Twitter

A social network and media platform where users communicate with 280-character messages along with photos, videos, and other content. Twitter is known for real-time discussions on breaking news stories and trends. Oh, and Russian bots.

—U—

URL

Short for Uniform Resource Locator, the location of a website page or other resource on the Internet.

URL shortener

A tool that condenses a URL into a shorter (and more social media friendly) format. Users who click on a short link are redirected to the original web address. URL shorteners, such as Bitly or ow.ly, can also provide link tracking capabilities, which allow businesses to measure click-throughs from social media and attribute website conversions to individual social messages.

User-generated content

Media that has been created and published online by the users of a social or collaboration platform, typically for non-commercial purposes. User-generated content is one of the defining characteristics of social media.

Many companies have enthusiastically embraced and encouraged user-generated content as a means of increasing brand awareness and customer loyalty. User-generated campaigns (such as Instagram contests) allow businesses to tap into the creative energies of their customers and use the contributions to fuel ongoing marketing tactics.

—V—

Vanity metric
Analytics numbers that can be measured but aren't a signifier of real return on investment. Number of Twitter or Instagram followers, website pageviews, and email opens are examples of vanity metrics. These metrics can offer an inflated sense of a brand's success and are best when contextualized by more concrete numbers such as click-through rate or visitor-to-lead conversions.

Verified
An account whose owner has proven their identity with the social media platform provider. This is usually reserved for brands, journalists, and other public figures as a way of preventing fraud and protecting the integrity of the person or organization behind the account.

Views
In reference to Snapchat, these are users who have looked at your Snap Story. To see who has viewed their story, users simply need to click the eye symbol next to their Story.

Vlogger
Someone who creates and broadcasts video blogs.

—W—

Webinar
A portmanteau of the words "website" and "seminar," a digital broadcast of a presentation intended to educate or inform. Webinars allow users to see or hear a presentation from their own computer or other device, and often interact directly with the presenter or fellow attendees through chat or video.

—Y—

YouTube

Can be used as a noun to describe the website on which users upload, store, and share videos, or as a verb to describe the practice of consuming/creating content from/for the website. For example, "Have you seen my YouTube video?" or "I YouTubed Ariana Grande's new music video."

APPENDIX C

SURVEY QUESTIONS

The Basics

What is your name?

What is your job title or affiliation?

What is the name of your organization?

Please confirm that your organization is a 501(c)3.

What is the mission of your organization?

Based on what you know about social media, how would you grade your organization's

social media presence?

- A

- B

- C

- D

- E

- F

The Work Environment

My organization's leadership supports the use of social media.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

My organization considers websites and/or social media analytics when planning.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

Does your organization have a least one staff member whose primary responsibility is marketing?

- Yes, one or more part-time staff members

- Yes, one or more full-time staff members

- No, marketing is handled by a board member, volunteer, or outside firm

- No, we don't do any marketing

Does your organization have one person who singlehandedly manages social media?

- Yes, our marketing person

- Yes, but the person is not in a marketing role

- No, our marketing team share the responsibility

- No, non-marketing staff share the responsibility

On average, how many hours per week does your organization spend managing social media?

- Less than 5

- 5 to 10

- 10 to 20

- More than 20

How often is social media discussed in meetings?

- Always

- Most of the time

- About half the time

- Sometimes

- Never

The Community

I feel that the community knows about my organization.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

I feel that they community understands my organization's mission.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

I feel that the community is pleased by the work that my organization does.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

My organization's social media feels like a community, bringing like-minded people together to discuss relevant topics.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

My organization's key supporters interact with us through social media.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

The Money

My organization fundraises through social media.

- True

- Neither true nor false

- False

My organization has a budget for costs associated with social media, like advertisements or management programs.

- True

- Neither true nor false

- False

My organization collects donations digitally.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

My organization meets our annual fundraising goal.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

My organization's budget comes from grants.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

The Tools

My organization uses the following social media platforms. (Select all that apply).

- Facebook

- Twitter

- Instagram

- Snapchat

- YouTube

- Pinterest

- Google+

- TikTok

- LinkedIn

- Tumblr

- Other:

My organization uses the following tools on a semi-regular basis. (Select all that apply).

- Live streaming

- Stories (Facebook, Instagram, etc.)

- Social media advertising

- Search engine optimization (SEO)

- QR codes

- Short Links (Bitly, etc.)

- Hyperlinks

- CRM or marketing automation platforms (Salesforce, etc.)

- Social media scheduling programs

- Fundraising software (MobileCause, etc.)

- Donor management systems (Past Perfect, Orange Leap, etc.)

- Hashtags

- Social media contests

- Tagging

- Facebook Groups

- Direct messaging

- Analytic programs (Google Analytics, Facebook Insights, etc.)

- Graphic design software (Canva, Publisher, Adobe, etc.)

- GIFs

- Email marketing platforms (Mailchimp, Constant Contact, etc.)

- Other:

My organization shares video content.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

My organization uses social media for customer relations purposes.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

The Current Uses

My organization's social media handles are easily accessible on its website.

- True

- Neither true nor false

- False

My organization features its social media handles in brochures/printed materials.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

My organization schedules social media posts at least a week in advance.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

The Realities

My organization struggles to keep up with social media, especially during busy seasons.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

On average, a single post from my organization receives the following number of

engagements (i.e. likes, shares, comments).

- 0 to 10

- 10 to 20

- 20 to 30

- 30 to 40

- 40 to 50

- More than 50

My organization sees social media as being worth it.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

My organization lacks the skills to use some social media features.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

The Goals

My organization is interested in expanding its social media reach.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

My organization creates a strategic marketing plan every year.

- Always

- Most of the time

- About half the time

- Sometimes

- Never

My organization would like more training on social media.

- Like a great deal

- Like a moderate amount

- Like a little

- Neither like nor dislike

- Dislike a little

- Dislike a moderate amount

- Dislike a great deal

Select your organization's most important current objective.

- Fundraising or product sales

- Productivity

- Customer service

- Membership growth or retention

- Programing

- Advocacy

- Marketing

- Strategic planning

- Other:

Final Thoughts

If there's anything else you would like to share regarding social media and your

organization, please feel free to do so here: