DETERMINING THE BEST PRACTICES TO ENHANCE THE SOCIAL MEDIA PRESENCE AND INCREASE REVENUE FOR FAMILY CARE NETWORK, INC.

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**APPENDIX**

Proposal for a Social Media Campaign for Miracle Miles for Kids 2012 to Increase Donations to Family Care Network, Inc. 15
Introduction to Family Care Network

This project was created due to a request from the Family Care Network Inc. (FCNI) to enhance its social media presence in an effort to engage further with its publics, in order to increase community engagement and interest in achieving its goals. FCNI’s mission is as follows:

“The mission of the Family Care Network is to enhance the well-being of children and families in partnership with our community. We serve foster and high-needs children and families along California’s Central Coast and we are dedicated to the sole purpose of improving the quality of life of others by surrounding them with compassionate assistance, care, and guidance.”

The organization provides services to over 1,300 children, youth and families in both San Luis Obispo and Santa Barbara counties. These services range from in-home counseling, to supplementing foster parent incomes, to transitional housing for emancipated youth and young adults phased out of the foster care system. While FCNI is not in financial debt or at serious risk of being unable to meet the needs of clients, it still always needs to expand. The agency provides such a wide variety of client needs that donations are often put to use almost immediately. Because of this, new streams of revenue are welcome and constantly sought after by FCNI's Community Resource Development Department (CRD), as well as new volunteers, mentors, and foster parents.

A major fundraiser for FCNI is Miracle Miles for Kids (MM4K), a 10k walk/run from Morro Rock to Cayucos Pier. This event typically has over two thousand participants from the Central Coast. Money is raised from this event from three main
sources, sponsors, registration fees and pledge donations collected by participants. The CRD department wanted to find new ways to use social media to increase the amount of funds raised by this event. This project will consist of research, both of scholarly and firsthand sources, into new methods of community engagement and the use of social media for nonprofits; this data will then be used to draft a proposal for a new social media campaign for Miracle Miles for Kids 2012 that will seek to bring in greater numbers of donations to help further Family Care Network’s goals of assisting local foster and high needs children and their families.

**Literature Review**

Research to determine the best practices for FCNI to enhance its social media presence undertook several different stages. One stage was to examine the efforts of similar nonprofits that dealt with child and family services and how they sought out community engagement through their own social media campaigns. The primary stage was examining academic studies and scholarly articles concerning social media and methods of community engagement. During this research there emerged trends amongst the literature that determined how

The first trend showed that social media has the potential to be a beneficial asset to a nonprofit. While this may seem obvious, this research did determine that this assumption was correct, and gave examples of why. One of the specific benefits listed was that large-scale donors would be likely to accept and participate in social media campaigns. Creating a proposal for a social media campaign and implementing it had been justified by this research.

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Research also determined that simply having a social media presence was not effective in achieving the goals of FCNI. One article explained how creating a Facebook page does not result in having followers. The steps necessary for FCNI to have a successful social media campaign involve being proactive and making sure that the agency’s efforts are based on finding solutions that will not only draw the attention of target audiences but also encourage their participation. Many articles offered conclusions that elaborated on this position and provided solutions for implementing it.

**Family Care Network’s Current Social Media**

Social media is one of the new avenues that CRD has been developing to reach out to potential donors and volunteers. So far, however, their efforts have been unsuccessful. At the research for this project began FCNI’s social media presence was lacking, according to CRD. The agency had both a Facebook page and a Twitter account, however they were not utilized effectively. While the goal of both was to get members of the community to communicate with FCNI, the results were not aligned with the expectations that had been initially set. For example, one Facebook post read as follows:

“New Years Eve is right around the corner . . .what do you and your family have planned to ring in 2012?”

In response to this post there were two Facebook users who “liked” it, and there were zero written responses. CRD wrote posts similar to this one in order to garner responses from their followers. The general idea was to get their audience to relate their experiences and use this discussion as a launching point to show how foster children are

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often denied similar ones. The end result would be to garner sympathy from the community in order to stimulate their interaction with FCNI. Unfortunately that has not worked. The agency has to embrace new methods of getting interaction from its community and can no longer expect that members of the community will come to them.4

For their upcoming event Miracle Miles for Kids, the agency has determined that these current practices will change and new ones need to be found that have been proven successful. This campaign needs to reach a variety of publics in order to be considered effective, given the agency’s hopes for what it might accomplish. MM4K requires a new set of publics to be targeted that the agency has not traditionally tried to engage. After discussion with the CRD department at FCNI, the publics that have been determined to be reached are returning participants, new participants, sponsors, and new organizations are participating as teams. A social media campaign for this event may not target each group specifically, but will address needs of each group.

Returning participants need to be encouraged to increase the amount of pledging they perform. At the previous year’s MM4K the agency received a vast majority of its donations from registration fees, and very little from pledging. The CRD director Jamie Baker believed it was because previous participants saw the event as a race, and not as a fundraiser. All interaction with this public will be part of measures to change this attitude, and ensure that it remains that way in the future.

The same interaction will need to apply to new participants. They too are to be encouraged to fundraise in addition to simply registering for the event. Efforts need to be undertaken to also ensure that they are excited for MM4K. This is not as necessary for returning participants, as by re-registering they are showing serious interest in the event.

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4 Creamer, Matthew. "Your Followers are No Measure of Your Influence."
The message of “Be the Difference” should be used when creating media for interacting with them, to further the idea that their contributions will have a positive impact.

Social media usage should also be directed towards the sponsors. Usage of both Facebook and Twitter to congratulate sponsors of their events has been used by Family Care Network in the past and netted positive responses from sponsors. The agency also sees this social media as a way to encourage further involvement in the event as well as next year’s MM4K.

Discussion

The Reason for Social Media Usage

The first step was to find out if social media is in fact relevant to the needs of the Family Care Network. A study from the University of Massachusetts Dartmouth found that a majority of the U.S.’ largest nonprofits researched considered that social media was considered imperative to their fundraising efforts.\(^5\) What was considered more encouraging by FCNI, was another study that determined large-scale donors would use social media. The study found that “47% of all survey respondents aged 30 to 49 donate $1,000 or more to charity in 2008. Additionally, 78% of these individuals participate in social media.”\(^6\) These bigger donations are crucial to FCNI and their social media efforts as they are the ideal community members that the agency would like to build and


\(^6\) Livingston, Geoff. “High-Dollar Nonprofit Donors Would Embrace Social Media.”
maintain a relationship with. These donors, however, need to know that their donations will have had results.⁷

What further research showed was that the agency needed to continue to use its platforms to show a variety of media (pictures, links, video, etc.) that would entice followers and gain their attention. An article in Public Relations Review states “these items are helpful in detailing the organization’s successes to those highly involved in social networking who expect advanced organizational profiles.”⁸ The problem is that the agency’s current usage of multimedia is not working. It is necessary for there to be new methods of reaching its publics that would make it easier for the community and target audiences to engage FCNI via social media.⁹ This justifies the idea that the agency needs to cease creating Facebook posts that pose questions and instead focus on simpler ideas such as posting links to articles relevant to foster care. The latter is much easier for followers to interact with and engage with as opposed to the former.

In fact, the agency’s usage of Facebook in general must be updated in order to obtain the best practices for increasing the amount of support it gains. Contests and offering prizes to users of social media would be effective according to one study.¹⁰ New Facebook applications would be helpful as well, they allow an agency to customize their social media presence and increase ways that they can interact with their publics.¹¹ These interactions need to satisfy the expectations of their publics as well. The agency’s

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¹¹ Burnett, Lamm, Lucas, and Waters. "Engaging stakeholders through social networking..."
Facebook presence has to show the community that what it does is beneficial to the children and families they work with; as well as show community members that their involvement will be beneficial and appreciated. Customization would allow the agency to take examples from social media that don’t necessarily pertain to Facebook. For instance, a Kansas news organization created a web portal called HealthCommons, where community members, nonprofits, and local businesses interacted with each other. FCNI will need creative solutions such as this to achieve the level of community engagement they desire.

The article “Community and Communication Revisited: Community Pluralism, Communication Mediation, and Civic Engagement” reaffirmed the initial beliefs of FCNI that social networking sites would provide fertile ground for an online community to grow. The results of the author’s study found that Internet use is now an important channel for members of a pluralistic community to discuss issues with one another and engage in community activities. While San Luis Obispo may not seem to be a pluralistic community, for the sake of FCNI it is. FCNI’s social media goals require that it reach a diverse range of target audiences, identified earlier in the paper. These target audiences have very little in common on the surface, college students and potential foster parents would likely have very little reason to engage with one another in person. However, the study finds that the Internet is an important tool in bringing diverse groups together.

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FCNI’s social media sites would likely prove to be the way of bringing their own pluralistic community together because they would be united under the common cause of helping foster and high needs children in the Central Coast community.

Additionally and most importantly, they found that “nonprofit and voluntary organizations need to maximize the democratic potentials of using digital communication technologies through which they can mobilize ordinary citizens as volunteers, members, donors, and supporters.” This conclusion shows that social media is just as important in expanding the community as it is in bringing the pre-existing one together. A current goal of the Community Resource Development (CRD) Department at FCNI is to expand the reach of the organization. This is especially important with the upcoming event Miracle Miles for Kids 2012 (MM4K). Proper usage of social media in organizing the participants of MM4K would have the result of turning these runners into large donors, recurring volunteers, and possibly even new mentors, tutors, and social workers.

Research was undertaken focused on similar nonprofits and their social media interactions with their publics and community. The term “similar nonprofits” meant agencies that provide child services and advocate on behalf of children. Among the agencies that viewed include the Alliance for Children and Families, Big Brothers Big Sisters of America, and Aspiranet. The Youtube, Twitter and Facebook accounts of these organizations were examined and compared to those of FCNI. Specific ideas were looked for that FCNI could use in order to gain responses from the Central Coast community. During the examination there were several concepts that would be useful to FCNI.

First among them was the need for the agency to cease using Facebook posts to pose questions that were somewhat related to FCNI. The “wall” for Big Brothers Big
Sisters of America did similar things, and their results were equally lacking in responses, despite having over 44,000 fans while FCNI has less than 1,000.\textsuperscript{15} It was evident that the size of FCNI’s community was not the issue; this tactic was not effective.

This did not mean that relevant media should not be posted by the agency. A practice adopted by FCNI was the posting of news articles relevant to its goals on its Twitter account. This practice was borrowed from the Alliance for Children and Families’ Twitter feed.\textsuperscript{16} This method provides a way to show information relevant to FCNI and does not require other members of the community to contribute in order for viewers to be exposed to the messages the agency wishes to convey. For example, as opposed to a Facebook post asking followers to describe a special occasion shared with their parents, FCNI can link to an article describing the life of a foster child who was adopted by his or her foster parents. These both convey the message of the importance of having parents available in one’s life and the lack thereof in the life of a foster child. The Twitter link, however, is much more concise and stays on message.

The agency would also benefit from alternative methods of getting interest from its publics. A similar nonprofit Aspiranet used Groupon to gather a larger amount of donations by creating a contest with a deadline to inspire contributions from followers. FCNI has not yet used contests, but the potential for interaction from the community seemed promising to CRD when the idea was proposed.

\textsuperscript{15} Big Brothers Big Sisters of America. “Big Brothers Big Sisters of America Wall.” Big Brothers Big Sisters of America. Big Brothers Big Sisters of America, 2011. 7 October 2011 http://www.facebook.com/BigBrothersBigSisters?sk=wall
Proper Use of Social Media

However, it is not enough to know that social media is necessary for an increase in community participation. As stated before in the paper, FCNI has attempted social media to engage with its community, to lackluster results. For a social media campaign centered on MM4K to succeed, it needs to use the best practices available.

However, there is an opportunity present for MM4K that had not been used previously by FCNI in gaining support. “In order for their marketing strategy to be successful, online brand communities should be more likely to be perceived as having intrinsic motives of altruism than as having extrinsic motives of marketing efforts” states a study on consumers’ community engagement. FCNI has a brand that they need to portray to their publics in order to further their goal. Despite being a nonprofit, they still need to show that they have intrinsic motives altruism. In essence, they need to have their donors not think of their donations as going to FCNI, but going towards helping local foster children and high needs children. MM4K’s slogan is “Be the Difference,” which essentially means that more pledge donations a participant generates the more likely they will be able to make a positive difference in the life of a child that receives services from FCNI. This slogan should be portrayed and emphasized in all media that is created by FCNI for MM4K. According to this study it will likely be the best bet in getting participants to donate more. This in turn will help towards what CRD Director Jamie Baker refers to as “turning a culture of athletes into a culture of givers.”

The next step involved is figuring out how to get the various demographics involved. Getting the youngest target demographic involved with MM4K’s social media will likely prove to the easiest. “America’s Youth and Community Engagement” found that Internet usage amongst this audience correlated with an increase in civic participation. Exposure to MM4K’s message via Facebook and Twitter will likely have a positive impact and increase their interaction with FCNI and their awareness of its goals. This is important as youths 18-21, a.k.a. Cal Poly students, are a vital resource for FCNI as they form a large core of their interns and volunteers. MM4K also relies on getting a great deal of participating teams from Cal Poly clubs, Cal Poly and high school athletics, and the Cal Poly Greek system.

In order to engage other demographics, the approach will likely rely on encouraging the participants to generate their own content and interact with one another. In the past FCNI has relied on being the one to generate content in the hopes that members of their audiences will interact with one another. However it has been shown that content generated by consumers is more effective. (Lee, Kim, and Kim 59-63). Content needs to contain a great deal of variety in order to attract people. Especially when using Facebook, where a simple status update cannot succeed at generating interest. Multimedia such as video and pictures must be used to catch people’s attention. By combining these two ideas, the best conclusion reached is that participants in MM4K need to generate their own multimedia content to share with one another. However, this will not likely occur naturally but will require incentives.

19 Waters, Burnett, Lamm, and Lucas. “Engaging stakeholders through social networking..."
From a study of the social media site Digg.com, incentives have been shown to take on many forms. Perhaps is what most crucial to the goals of the MM4K social media campaign (given its lack of funds for expensive prizes), is the fact that “bragging rights” can be a terrific motivator in getting people to participate.\textsuperscript{20} Donors and those active on MM4K Facebook page must be shown that an increase in their participation will be recognized and shown to others. Through this we can reach the conclusion that the measures taken to increase community engagement must include rewarding those who participate the most. For the case of MM4K, this would involve Facebook posts commemorating top donors, and contests that would involve multimedia submissions.

**Conclusion**

This study finds that a social media campaign for MM4K using multimedia contests based on user-submitted content would be the best way to increase community engagement and support of the FCNI brand. The articles and studies mentioned in this section of the paper show that this would represent the best practices for the nonprofit to undertake. This paper will outline the specific multimedia content and contest ideas that would be needed to result in an increase in community involvement as well as reinforcing the message of MM4K. The following proposals would be the best practices for increasing interaction between FCNI and its publics with the end result of generating more revenue for the agency as well as a network of businesses, individuals and organizations that will be interested in continuing to partner with FCNI.

Because of the low interest the public shows in the FCNI Facebook page, a separate page for MM4K should be launched. The agency is reaching out to participants as a way to educate them on the goals of FCNI; therefore their social media campaign must first be aimed to promote MM4K and then use it to introduce FCNI. Content created, however, does need to reference the agency continually so that visitors and participants understand that the event exists to support FCNI and its goals.

Multimedia content for the fundraiser should be released on a regular basis leading up to the event, encouraging people to visit the MM4K page. Content such as photographs taken at last year’s event to provide new participants with an idea of what to expect is an example of how to generate interest. New videos should be created for the event that reinforce the message of “Be the Difference.” An example of this is to feature a participant from previous years explaining that will in the past he or she participated for the sake of the race, this year his or her goal is to raise money for FCNI’s foster child and family services. The desired result is to convince other past participants that gathering pledges for the event is just as important as simply participating.

Contests will need to occur during the weeks building up to the event, furthering the “Be the Difference” message, but mainly with the goal of giving awards and bragging rights to encourage participation. Ideas include best team name and theme, best group photo, and best training video. These examples encourage various teams to get together previous to the event, as well as generate excitement by providing “bragging rights.” It is important that because FCNI is a family-oriented agency that all user-submitted content be monitored to ensure nothing that is allowed to be posted is offensive or inappropriate in nature. These contests should occur entirely on the MM4K Facebook page,
applications are available that will allow this to be possible and in a format that allows fans of the page to vote to determine which submission will be the winner. There will be awards presented to the winners of these contests; they do not need to be as elaborate or costly as the prizes allotted to the winners of the awards FCNI historically hands out. “Bragging rights” should provide most of the incentive.

In order to encourage further fundraising in addition to participating, the agency will have to use their social media to thank individual sponsors and congratulate participants who have accumulated a large amount of pledges. Recognition of this will provide a sense of accomplishment to individuals and will satisfy businesses and sponsors with the knowledge that their donations are not unappreciated. This will be crucial in retaining said sponsors and participants, as they need to receive satisfaction from their contributions. When this occurs, then it increases the chance they will return next year and continue to donate money to FCNI. If proven successful in increasing revenue and creating bonds with the community, this proposal will likely serve as a model for future social media campaigns undertaken by Family Care Network.
Proposal for a Social Media Campaign for Miracle Miles for Kids 2012 to Increase Donations to Family Care Network, Inc.

James Cameron
February 23, 2012

Summary
Social media is a crucial tool to increase interest and participation in Miracle Miles for Kids 2012 (MM4K). A social media campaign is necessary to shift the culture of MM4K from “a culture of athletes” to “a culture of givers.” This campaign also needs to contain the message of “make the difference.” This is the idea of reminding participants that the money they raise will directly go towards improving the life of a child in their community. The campaign will consist of multiple stages, the first will be a drive to get teams to participate through Facebook and Razoo to track their fund raising. The next step will be to create video content aimed at reinforcing the “make the difference” message. Team participation will come in for the third step, which will be a series of online contests for all teams participating. The final portion of the campaign will be the rewarding of the teams that have raised the most funds, this will take place online as well as during the awards ceremony that takes place during MM4K.

Mission Statement
The mission of the Family Care Network is to enhance the well-being of children and families in partnership with our community. We serve foster and high-needs children and families along California's Central Coast and we are dedicated to the sole purpose of improving the quality of life of others by surrounding them with compassionate assistance, care and guidance.

Background
Since its inception in 1987, the Family Care Network’s 17 programs have grown to serve over 1,300 children, youth and families annually in San Luis Obispo and Santa Barbara counties through the agency’s five program divisions, including: Therapeutic Foster Care Services; Family Support Services; Transitional Housing Services; Early Intervention and Prevention Services; and Community-Linked Services. In 2006, the agency was formally accredited through the California Alliance of Child and Family Services, being recognized for having met the highest industry standards of excellence as a foster family agency, family-based services and mental health services provider. The Family Care Network is the first agency of its kind to earn this high level of accreditation on the Central Coast.

Target Demographics
The key target demographic for this campaign consists of the participants in MM4K. This is because the ultimate goal is to get everyone involved in the event to participate in some way with the social media campaign. This main demographic is split into further categories. Each of the categories will be involved with the major elements and events of the campaign, but will be individually targeted as well. These categories include but are not limited to: individual past participants, past teams, local high school
sports teams, the Cal Poly Greek system, Cal Poly clubs, local businesses, public
servants, and community organizations such as churches.

**Target Audiences**

- **Past Teams:** they will be contacted individually to see if they would be interested
  in returning and getting involved in the campaign. It is crucial to get them on
  board as they already have the previous network of teammates and donors.
- **Individual Past Participants:** we want to get them organized and grouped together,
  part of the problem last years was that “teams” sometimes consisted of one
  person.
- **Local High School Sports Teams:** the goal with them is to reach out to their
  competitive nature; there will be an individual award for this audience. Essentially
  we want to them to compete against each other; the reward they receive is
  essentially bragging rights.
- **Cal Poly Greek System:** the same concept as with local sports teams, however
  there is the additional appeal to them that it would provide a positive light on their
  brotherhoods and sisterhoods.
- **Cal Poly Clubs:** they won’t have an individual award, but they will be important
  as they are a potential source of future tutors and volunteers for FCNI.
- **Local Businesses, Public Servants, and Community Organizations:** we want to get
  them interested because they are a source of future revenue and donations for our
  other events. We need to show them that they are important to us.

**SWOT Analysis**

- **Strengths-** MM4K has a rich tradition in the San Luis Obispo community; it is
  well known and generates a great deal of excitement. The high number of
  participants means that there is already a huge base of potential participants in a
  social media campaign.
- **Weaknesses-** FCNI has not had a tradition of strong social media participation; it
  is always likely that this campaign could not work out and not produce a large
  amount of interest from the community.
- **Opportunities-** The process for participation in this event has been simplified,
  making it easy for people to participate. The fundraising site we have chosen,
  Razoo.com, is simple to use and allows for very easy integration with Facebook.
  The enthusiasm from the community can be easily transferred into enthusiasm for
  these social media contests and pages.
- **Threats-** The biggest threat is that the campaign could be perceived as not worth
  the effort by participants and be ineffective in increasing funding for the event.
  Furthermore, this campaign depends on content creation by participants, and there
  is always the risk that some of this would be inappropriate.

**Qualitative and Quantitative Research**

Several social media sites of family service oriented nonprofits through out the
country were examined and analyzed, mainly Aspiranet, Access Family Services,
Alliance for Children & Families and Big Brothers and Big Sisters of America. They
were evaluated based on their content, attempts to engage with their publics, and success
at achieving a large social media presence with their communities. Further studying was
done of social media campaigns by both nonprofit s and for-profits alike, in particular
ones that were considered highly successful. This study also consisted of the analysis of
several academic papers and relevant articles concerning the benefits and proper use of
social media for nonprofits. The study uncovered how Miracle Miles for Kids 2012 could
benefit from a social media campaign that would directly engage its target demographics
and publics with the goals of maximizing the event’s fundraising potential as well as
generating a greater level of awareness of the goals of the Family Care Network.

Project Proposal

FCNI should create and manage a social media campaign that would involve
participants in MM4K and get them to engage with FCNI and one another prior to the
event. This proposal will outline each step that will cultivate involvement by teams and
generate excitement.

1. The Razoo page and team registration will launch, getting people to start their
   involvement. They will be asked to create their own team page on Facebook.
   There will be a set of instructions that outline this process in a simple manner.

2. The MM4K Facebook page will launch, this will be in addition to the main
   MM4K page, and this will be the hub for all activity related to the campaign. This
   is where the award winners will be announced as well as other videos.

3. FCNI will produce its own videos that stress the idea of “be the difference.” They
   will also stress the end of the “culture of athletes” and the beginning of the
   “culture of givers.”
   a. These videos will be produced and published beginning in March; and will
      be released on a weekly basis.
   b. Topics will include a personal message from last year’s first place finisher,
      as well as testimony on how raising money for FCNI will directly help
      foster

4. Contests will be posted on the main MM4K page, the winners’ will posted as
   well. Contest ideas include best team theme, funniest workout video, and best
   example of how they’re “making the difference.” The goal is to get people
   interested in getting together before the event as well as tuning into the social
   media page beforehand.
   a. These will begin in April and occur on a weekly basis, with the goal of
      increasing excitement and awareness amongst those who have already
      signed up.
   b. Content will be monitored to make sure that nothing inappropriate will be
      posted.
   c. Winners will be determined by a blind poll, this way it gets people to get
      others involved in the contest by getting them to vote for them.

5. After the walk/run, there will be awards given to the various contest winners, as
   well as the greatest fundraisers in the separate target audiences such as the Cal
   Poly Greek system and high school teams.