

Friends of Hearst Castle:
Creating a Social Media Plan Using Public Relations Strategies for a Nonprofit

A Senior Project
presented to
the Faculty of the Journalism Department
California Polytechnic State University, San Luis Obispo

In Partial Fulfillment
of the Requirements for the Degree
Bachelor of Science in Journalism

By
Amy Jean Checho
November 2012

© 2012 Amy Jean Checho

Abstract

Nonprofits, like Friends of Hearst Castle, understand the importance of social media use such as Facebook. However, many times Facebook messages are inconsistent and the multiple channels of social media are overwhelming. A Social Media Strategy or Plan can help nonprofits communicate their goals effectively and efficiently, with more success than before. This project discusses the best ways nonprofits can maximize their Facebook usage. Facebook is an easy way for nonprofits to communicate with their target audiences and have consistent communication. Friends of Hearst Castle was the nonprofit I worked with to help create and implement a Social Media Plan. Through Facebook they were able to increase awareness about their goals, as well as, use public relations strategies to continue raising funds for Hearst Castle.

Table of Contents

I. Chapter I : Introduction	1
• Research Questions	2
• Definition of Terms	3
II. Chapter II: Literature Review	4
• Cooperating Associations and State Parks	4
• Knowing Your Audience	5
• Audience Demographics	6
• Media Use on Facebook	6
III. Chapter III: Methodology	7
• Data Sources	7
• Questions	8
IV. Chapter IV: Data	10
• Social Media Action Plan	10
• Tools and Tactics	13
• Communication with Publics	14
V. Chapter V: Discussion	15
• Summary	15
• Findings	17
• Conclusions	18
VI. References	20

List of Tables

I. FHC Goals For the Next Year	10
II. Key messages for the public	10-11
III. Potential of Facebook	11
IV. FHC Facebook goals	11
V. Who are FHC audiences	12
VI. Awareness of public	12-13

List of Figures

I. SWOT Analysis	25-26
II. Timeline	26-27
III. Photo from Enchanted Evening	28
IV. Thursday Trivia	29
V. Photo of the Day	30
VI. Help Save Casa Grande's Roof	30
VII. Engaged Users for Enchanted Evening	31
VIII. Insights	31-33
A. Age Demographics	31
B. Location Demographics	32
C. Total Reach	33
D. Figure 8d: People Talking About	33

Chapter I : Introduction

Friends of Hearst Castle is a nonprofit cooperating association that works to support Hearst Castle, a California State Park. Friends of Hearst Castle, “supports preservation and interpretation of Hearst Castle, including its art, artifacts, architecture and grounds through membership, education, outreach and special events; enhancing understanding and appreciation, and thereby enriching the visitor experience.” (“Friends of Hearst,” 2008). Being a nonprofit organization their funds and resources are limited. Therefore, Facebook is the perfect channel to disseminate their goals and messages. However, Friends of Hearst Castle’s past Facebook use has been random. Their Facebook posts have had no clear message. This has limited their potential success of Facebook. Facebook has an excessive of information on its website and with so many channels of information it is important to have a clear message to capture your organizations target audience.

To help Friends of Hearst Castle succeed and not become overwhelmed when using Facebook a Social Media Plan should be established. This will help Friends of Hearst Castle convey their public relations goals through the use of Facebook and consistent messaging.

Social Media is extremely important for public relations efforts. Facebook can help nonprofits communicate with their audiences. Nonprofits rely on their community to survive and Facebook can help distribute information to their community. Nonprofits survive not only through donations, but also with the help of volunteers, events, and companies donating local goods and services. Facebook can help continue these relationships for years to come. As well as communicating Facebook can act as an, “extension of the business and an increased opportunity

to continue conversations that might have been started at the venue” (Earls, 2012, p.25). Using Facebook to build relationships is a resourceful way to continue connection within a community.

Friends of Hearst Castle has been on Facebook since 2009 and currently has more than 800 Facebook Likes. They have been successful at interacting with their audience, but when compared to Hearst Castle their Facebook Page is small in comparison. As stated previously, Friends of Hearst’s Castle Facebook posts do not have a clear message. This is normal for most small nonprofits. Most understand the importance of establishing a Facebook Page, but never go farther in depth establishing the goals for their Facebook Page. This is why a Social Media Plan is important. Goals can be established into specific objectives and tactics, which will in turn become Facebook media that continues the appropriate message Friends of Hearst Castle wants.

Controlling the message about your organization is probably one of the most important task of public relations. So making sure a consistent message is broadcasted on Facebook helps control your companies image. Facebook does not make this the easiest with its many channels and large audience, but organizing goals can help the process.

In order to create a successful Social Media Strategic Plan Friends of Hearst Castle’s Project Coordinator, Tracy McConnell, and Managing Coordinator, Sue Rauch will be interviewed to determine the goals of Friends. After, research can be done about the audiences that are currently interacting on Facebook. Once the target audience is established specific objectives and tactics will turn into Facebook media, launched on their Facebook Page.

Research Questions

The following research questions were used to find gaps in the literature to help discover the best plan of action for Friends of Hearst Castle’s Facebook.

1. How aware is the public of Friends of Hearst Castle in regards to its relationships with California State Parks?
2. Who are the aware publics and what are their demographics interacting with Friends of Hearst Castle's Facebook Page?
3. Who are the active publics at Friends of Hearst Castle's and what is their target market (age, income, location) when it comes to membership?
4. What types of media gets the most interaction by fans on the Facebook Page?
5. What main event hosted by Friends of Hearst Castle is the most popular?

Definition of Terms

The following term definitions are from Facebook's Page Post Metrics Questions & Answers (<http://www.facebook.com/help/336143376466063/>). Facebook is constantly changing and altering their terminology, so what follows are the current terms and their meanings.

1. Facebook Pages: Pages are for businesses, organizations and brands to share their stories and connect with people. Like timelines, you can customize Pages by adding apps, posting stories, hosting events and more. Engage and grow your audience by posting regularly. People who like your Page will get updates in their news feeds.
2. Facebook Insights: The analytic tool that Facebook provides to measure the performance of your Facebook Page.
3. Total Likes: The number of unique individuals who click the Like Button to "Like" your Facebook Page. This number is sometimes referred to as Lifetime Likes or Fans.
4. People Talking About This: The number of unique individuals who have interacted with your Facebook Page. Interactions includes Liking your Facebook Page, Liking, commenting on, or

sharing a post from your Facebook Page, answering a question you asked on your Page, responding to an event you posted on your Page, mentioning your Page within their own posts, Tagging your Page in an uploaded picture, and checking in to or recommending your Facebook Page

5. Total Reach: The number of people who have seen anything associated with your Page over a given time period, this includes Ads and Sponsored Stories.
6. Engaged Users: The number of people who have clicked anywhere on your post.

Chapter II: Literature Review

According to Brandt (2011), there are currently more than 750 million active users on Facebook. The popularity of Facebook is essential for small businesses to take advantage of, “so that your customers will market the business for you” (Earls, 2012, p. 25). Friends of Hearst Castle has a Facebook presence, but to make Facebook more effective and efficient a Social Media Plan should be implemented. “Change starts with a vision and a solid plan” (Short, 2011, p. 53). Having a solid social media strategy will make Friends of Hearst castle more successful in their public relations goals of increasing membership and fundraising.

Cooperating Associations and State Parks

There is little research on cooperating associations, like Friends of Hearst Castle and how they interact with their cooperating association, Hearst Castle. “Many state parks have longstanding relationships with nonprofit cooperating associations that lend money and volunteer time” (Weiser, 2009). Friends of Hearst Castle lends fundraising effort toward Hearst Castle for, “educational, interpretive, and artifact conservation programs and supports the District's ongoing efforts to improve visitor services” (“Friends of Hearst,” 2008). This relationship is strong and

Friends of Hearst Castle's events help support continual public access to this unique landmark. However, the public is also not very aware of this relationship with California State Parks.

For example, Hearst Castle has over 22,000 Likes on Facebook. Friends of Hearst Castle has just over 900 (Facebook Insights, 2012). The difference is drastic, yet Friends of Hearst Castle's mission is to raise funds to continue the restoration and education of Hearst Castle. So how can they succeed in their goals, while competing online for the same audience?

Being such a internationally known landmark this case might be somewhat specific. However, Friends of Hearst Castle uses Hearst Castle's popularity to its advantage. Capitalizing on the exclusivity of Hearst Castle Friends of Hearst Castle should strive to create a stronger connection with fans of the castle. Establishing their own presence online will be important to capture the attention of Hearst Castle current fans. This leads into the first step of creating a Social Media Plan, "listen and observe" ("Incorporating Facebook," 2011) to the current audience already online.

Knowing Your Audience

Nonprofits need to communicate regularly with their members and donors. Social media is an excellent platform to communicate regularly and consistently. In addition, successful nonprofits must also provide channels for interaction and dialogue (Cramer, 2009, p.7). Facebook provides all these options for dialogue and more, making it an excellent medium for nonprofits to communicate with their audience. However, in order to communicate with your audience it is important to establish or know the current audience already online.

"When devising a social media strategic plan, it's imperative to include who the target audience members are and how they use social media" (Brito, 2012, p.170). If the target

audience is not established the messages will not be consistent and effective. “The more specific details a company knows about its target audience, the more relevant it can be with messaging and programs” (Brito, 2012, p. 172).

Audience Demographics

Friends of Hearst Castle’s current median audience on Facebook is ages 45 to 54 and female. What does this tell us? It shows that Facebook Likes are mostly women ages 45 to 54. This is useful information because Friends of Hearst Castle can then target their posts to this audience or it can look to expand out of this audience to gain more variety. “Nonprofit organizations can use Facebook and Twitter to manage different stakeholder groups, such as to mobilize donors and volunteers” (Shih, 2011, p. 293). That way you can specifically target your stakeholder groups for specific actions such as donations.

Media Use on Facebook

Once the target audience is established different media will be implemented. However, what types of media is more effective on Facebook? According to Earls (2012), “Building interactions with your content, getting people to like, share, and comment on the things your organization posts is where the Facebook magic happens” (p. 26). The questions remains, what media will receive audience interaction? Earls (2012) found their general rule of thumb is, “80% of what we talk about should be other people” (p. 26). This way the audience does not feel like they are dealing with another advertisement, but a company that has human characteristics. Posting successful media on Facebook requires constant communication. "You need to share at least once a day to demonstrate your presence and build up your profile. Moreover, people are increasingly using Facebook as a channel to ask questions and you have to be able to respond

almost instantly” (Earls, 2012, p. 25). Posting pictures, videos, and connecting locally will help the nonprofit, “connect with those that care” (Brandt, 2011, p. 16).

Discovering their audience and key messages Friends of Hearst Castle will be able to continue open dialogue and successful messaging between their Facebook audience. Using social media correctly can, “help people feel more emotionally connected to a cause” (Shih, 2011, p. 295). When people feel more emotionally connected they are willing to donate more of their time and money, helping nonprofits succeed in their goals.

Chapter III: Methodology

Friends of Hearst Castle created its Facebook page December 2009. Since then it has earned more than 900 Likes (<http://www.facebook.com/pages/Friends-of-Hearst-Castle/247995260112>). With a total of 363 yearly memberships, to date, their Facebook audience is larger. This gives Friends of Hearst Castle the opportunity to increase membership and fundraising efforts. In order to help Friends of Hearst Castle increase their revenue and membership through Facebook a Social Media Plan should be implemented. A Social Media Plan will help key messages be received by the target audience.

Data Sources

Facebook Insights show the current demographics of people who Like Friends of Hearst Castle’s Facebook page. Knowing the average demographics of the audience will help Friends of Hearst Castle when creating messages on Facebook.

In order to gather more information needed to start a Social Media Plan Friends of Hearst Castle’s Project Coordinator Tracy McConnell and Sue Rauch Managing Coordinator were

interviewed. From their answers goals were established for Friends of Hearst Castle's Facebook Page. Below are the questions asked.

Questions

1. What are FHC goals in the next year?
2. What key messages would you like Friends of Hearst Castle to continually convey to the public about their goals?
3. What are the main goals of Friends of Hearst Castle when interacting with the public through Facebook?
4. What potential do you think Facebook has for FHC? Will it be beneficial?
5. What are some quantitative goals you hope Friends of Hearst Castle to attain on Facebook in the next year?
6. What is Friends of Hearst Castle's target audience?
7. What is the average age and demographics of yearly Friends of Hearst Castle members?
8. How aware do you think the public is of Friends of Hearst Castle and the interaction with Hearst Castle as a state park?
9. How can we expand awareness of Friends of Hearst Castle events through Facebook?

After the interview goals will be established. Goals can be turned into specific objectives and then individualized into tactics. For example, one of the objectives is to interact with our audience through Facebook daily or as frequently as possible. A problem with this is Tracy, who manages Facebook most of the time, is not in the office everyday. Therefore, in order to continue to interact with Facebook daily the tool HootSuite should be implemented. HootSuite allows the

user to schedule Facebook posts ahead of time. The tactic approach is to use HootSuite. planning these solutions out ahead a time will prevent inconsistent messaging.

Before goals, objectives, and tactics are specified it is important to create a SWOT Analysis. This will helps us determine the strengths, weakness, opportunities, and threats of Friends of Hearst Castle. A SWOT Analysis is important in establishing the current companies climate. Discovering the positives and negatives can help a company improve. It reevaluates the current tract a company is on and lets one decide if their messages still match their mission statement and key goals (See Figure 1).

To make it easier and more efficient for Tracy and Sue a Timeline (See Figure 2) should also be included in the Social Media Plan. This will give specific dates for starting things as a Holiday Contest or reminders posts about membership and other donation campaigns. Having an established timeline will help organize messages to their target audience.

Regardless of the vast opportunities and strengths that Friends of Hearst Castle does have there are still limitations to the Social Media Plan. For example, the only social media tool being used is Facebook. This limits people who are not on Facebook or only engage on other social media platforms such as Twitter, Instagram, Pinterest, or Tumblr. Using only Facebook limits our audience. However, because social media is a new platform for Friends of Hearst Castle it was best to focus on one. In addition, I am limited because this is only a one quarter project. This gives me a small amount of time to create a plan for Friends of Hearst Castle that has many events and campaigns throughout the year.

Chapter IV: Data

Social Media Action Plan

The plan for Friends of Hearst Castle was established with the information received from the interview with Tracy McConnell and Sue Rauch. Below are their answers, which were used to create key messages for Facebook.

Table 1

FHC Goals For the Next Year

Respondent	Quantitative goals	Qualitative goals
Tracy McConnell	Boot membership to 800 members.	Have events sell out and raise awareness about FHC nationwide.
Sue Rauch	Primarily to increase membership.	I would look for more ways to raise money, like the roof tile project.

Table 2

Key Messages For the Public

Respondent	For Hearst Castle	Through the use of Facebook
Tracy McConnell	How valuable the Castle is to the community and State Parks - the revenue & tourism it creates for both. The budget from the State is not sufficient to keep restoration and conservation current.	Incite interest and garner memberships, as well as sell event tickets.

Respondent	For Hearst Castle	Through the use of Facebook
Sue Rauch	That the Castle is a local treasure and the need for conservation dollars is ever-expanding.	We are paying attention, you can reach us.

Table 3

Potential of Facebook

Respondent	For Hearst Castle
Tracy McConnell	Facebook can reach a much wider and diverse audience. It also gives FHC a continuous way to keep in touch, daily and/or weekly status updates and fun facts can keep us in the forefront of the "FB Consciousness."
Sue Rauch	It is a way to keep a finger on the pulse of the community and to keep the Hearst Castle name present in people's minds.

Table 4

FHC Facebook goals

Respondent	For Friends of Hearst Castle
Tracy McConnell	Get up to 200 likes and 50 new memberships.
Sue Rauch	I would look for more ways to raise money, like the roof tile project.

Table 5

Who are FHC Audiences

Respondent	Target audiences	Average age and demographics
Tracy McConnell	All ages, everyone!	Over 50, a wealthier group & from SLO County.
Sue Rauch	Wealthy donors who will pay to come to high priced events, philanthropists who care about the arts.	45-65

Table 6

Awareness of public

Respondent	with FHC and Hearst Castle	How to expand awareness?
Tracy McConnell	not very aware at all	Have separate pages for both of them [events], have scheduled announcements "hooks" about the events, through contests for Twilight on the Terrace tickets, Foundation Memberships or tour tickets.

Respondent	with FHC and Hearst Castle	How to expand awareness?
Sue Rauch	They think we are one and the same.	I think we had a good number of Facebook friends aware of our events, but the trick is to sell them tickets which I'm not sure we did.

Tools and Tactics

Friends of Hearst Castle Strategic Plan was put into effect halfway through the quarter. It focused on the established goals. One of the main focuses was on Friends of Hearst's Castle last event, Enchanted Evening. Friends of Hearst Castle in the past has only given a little attention online to their events. Changing this with Enchanted Evening increased audience interaction. The public is already unfamiliar with Friends of Hearst Castle's relationship with Hearst Castle. So showing the event with Facebook posts, including photos and status updates, increased public awareness. We had a very positive response to the event by uploading pictures. People that did attend commented on how great of an night it was. Not only was Friends of Hearst Castle receiving positive comments, but audiences that were unaware of this event before could learn about it through their peers on Friends of Hearst Castle's Facebook Page (See Figure 3).

In addition, we started Thursday Trivia this allowed for more communication with the audiences. Most fans of Hearst Castle know about Hearst Castle's history or want to learn, this is what makes it such an unique historical landmark. Sharing more information allowed for more discussion (See Figure 4).

After Enchanted Evening wrapped up and we entered November, one of the times of year where events are few for Friends of Hearst Castle. It was decided to continue interaction through a Holiday Greeting Card Photo Contest. Fans got the chance to upload their own photos they believe represented Friends of Hearst Castle. The winner will receive two tickets for a Grand Rooms Tour and their photo will be used as Friends of Hearst Castle's Holiday Greeting Card. With event season slowing down this allowed continual interaction and a chance to see what our fans thought of us through pictures.

Photos of the day remain the most popular. Photos of the animals on Hearst Castle grounds and of the castle itself receive the most interaction with fans. See Figure 5 for examples.

Lastly, it was important to include fundraising campaigns Friends of Hearst Castle started on their website and inform Facebook fans about it as well. For example, their current campaign is, Help Save Casa Grande's Roof. On their website there is a page so visitors can donate tiles. A button was made on the Facebook Page to include fans about this campaign. (See Figure 6) In addition, every time a new tile was donated we make sure to thank our Apprentices on the Facebook Page. Making sure Friends of Hearst Castle includes their fans not just advertises themselves.

Communication with Publics

Before the Social Media Plan was put into action Friends of Hearst Castle had around 800 Likes on Facebook. At this point Friends of Hearst Castle has more than 900. Their Reach has remained consistent with an average of 1,000 people, while People Talking About has increase slightly from an average of 85 to an average of 100 people. It was found that photographs seemed to be the most popular type of media. People commented, shared, and

liked photos. While other status updates and trivia, and contest were popular they did not seem to have as much consistent interaction.

For example, the photo album for Enchanted Evening had the most “Engaged Users” according to Facebook Insights (See Figure 7). Fans like to see the events their organization is doing. The photo album let fans who attended events experience it again and fans who did not become aware of how fun it was. Also photos that showed the event “behind the scenes” either before it was happening or after received more attention than any other form of media.

I also introduced tools that will help with Facebook posting. The first being HootSuite, because of limited time at the castle each week. HootSuite allows the user to schedule Facebook Posts in advanced. This will be very beneficial for Tracy who is not always at the Friends of Hearst Castle office daily. Another program to keep their Facebook images consistent is PicMonkey. This website allows the user to edit and crop photos. It is a perfect tool for Facebook Covers and making photos with words on them. Problems with Friends of Hearst Castle’s Facebook Page in the past was sometimes Cover Photos and timeline photos would be pixelated or blurry. This decreases the professionalism of the page and looks careless. PicMonkey is a uniform way to help make sure photos and cover photos are of higher quality and in turn Friends of Hearst Castle’s professionalism will hopefully increase in the public’s eye.

Chapter V: Discussion

Summary

Friends of Hearst Castle was established in 1985 (“Friends of Hearst,” 2008) , since then Friends of Hearst Castle has been fundraising and supporting Hearst Castle through its membership and outreach programs. Hearst Castle, however, still has vast popularity over

Friends of Hearst Castle. The purpose of this project was to increase awareness and fundraising efforts of Friends of Hearst Castle by establishing their Facebook Page. As found in the literature review a social media plan can help nonprofits easily reach mass audiences with little effort and cost. Streamlining Friends of Hearst Castle's Facebook Page will help with consistent messaging toward their target audience.

The Social Media Plan was focused just on Facebook to help Friends of Hearst Castle not overwhelmed or their audiences with too much content. The positive aspect of Facebook is feedback is easy to find. Facebook keeps information about demographics, Likes, comments, and Total Reach of your page on their application for page managers known as Insights. Insights can help easily analyze the success of the Social Media Plan. Friends of Hearst Castle's Facebook Insights show 17% of Friends of Hearst Castle fans are ages 45-54, while 15.3% are ages 35-44. The majority of Facebook fans are ages 35-54. This is a little bit younger than the average Friends of Hearst Castle membership which is average over 50 years old. See Figure 8a for the overall age breakdown of Friends of Hearst Castle Facebook fans. In addition, the majority of Facebook Fans happens to be female at a 64.9% majority over males fans at 33.7%.

Demographics for location are also very important to Friends of Hearst Castle. Since the majority of money raised for Hearst Castle is done through events at the Castle, most members and attendees usually live in the local regions surrounding Hearst Castle. This shows in Friends of Hearst Castle's Facebook Fans 832 out of the 926 Facebook fans are from the United States. Plus a large amount of fans are from surrounding cities such as Paso Robles, Cambria, Atascadero, San Luis Obispo, and Morro Bay. See Figure 8b for more information on locations of fans.

Findings

As stated earlier the fan count was around 800 before the Social Media Plan was implemented. At this moment Friends of Hearst Castle's current fan count is 926. Friends of Hearst Castle goal for the upcoming months is to increase this number to more than 2,000. Figure 8c and Figure 8d also show the Total Reach and People Talking About statistics for the Facebook page.

Events are very important for Friends of Hearst Castle, as for many nonprofits. Photo sharing of Events, such as Enchanted Evening was a great success. Suggestions for the future are to create Events under the Friends of Hearst Castle Facebook Page to share with current fans. Awareness of Friends of Hearst Castle's events will help keep the audience aware of what is going on. The Literature Review discusses the gap between the public's knowledge of how a cooperating association's interact together. Friends of Hearst Castle has the opportunity to increase this knowledge by sharing more about their auction won Hearst Castle Experiences. This would show the public the close interaction Friends of Hearst Castle can give the public with Hearst Castle, while raising money for their goals. Full disclosure on Facebook about these Hearst Castle Experiences, won through auctions at events such as Enchanted Evening, would increase public awareness. For example, sharing photos after a Neptune Pool Party, while letting fans know this was bid on at Enchanted Evening could increase public knowledge and possibility of attendance of such events. People want the opportunity to win these special Hearst Castle Experiences, but Friends of Hearst Castle must share how. Due to the time frame that I implemented the Social Media Plan auction events at the castle were not schedule till the next year. However, this is something for Friends of Hearst Castle to implement in the future.

Daily posts such as Photo of the Day and Thursday Trivia will be easy for Tracy and Sue to continue and add to. Friends of Hearst Castle has many strengths because of Sue and Tracy's close involvement with Hearst Castle. Tracy started as a Tour Guide at the castle. This knowledge can easily be translated into Trivia for Facebook. This will allow for more time and opportunity to become more creative. Creative ideas for Friends of Hearst castle in the future include, Almanac days, facts about Hearst that occurred in the past on specific dates. As well as, possibly giving prizes, such as Tour Tickets, to winners of Thursday Trivia. Constant communication will help increase the public's interests.

Conclusions

As stated previously, "Change starts with a vision and a solid plan" (Short, 2011, p.53). Friends of Hearst Castle's vision is to increase fundraising efforts and memberships by creating a Social Media Plan for their Facebook. A solid plan helped Friends of Hearst Castle increase its fans and create a basic starting point of communication with its audiences that is truly limitless.

It is important for nonprofits to be aware of who is controlling their social media. The nonprofit themselves must maintain control, but when resources are limited nonprofits usually turn to volunteers or interns to help with social media. Although, this can be beneficial economically nonprofits should be aware of inconsistent messaging. Different people controlling your messages without a basic communication plan can destroy potential connections with audiences. Working with Friends of Hearst Castle I learned that a social media plan can be extremely beneficial. For any business it promotes a cohesive environment.

This Social Media Plan helped start basic communication with Friends of Hearst Castle's key audiences. It will allow them to continue to build and grow their Facebook through the

future, while keeping their key messages prominent through all communication. Facebook can be a very successful tool for any public relations practitioner or company. However, it is important to realize that Facebook does not reach everyone. Tailoring your Social Media Plan to your specific target audiences and market will help nonprofits succeed. Research and knowledge is the first step to creating a successful plan.

References

- Bartell, S. (2012, January 2). Planning an Effective Social Media Strategy. *YouMoz SEOmoz SEO Software Simplified*. Retrieved October 2, 2012, from <http://www.seomoz.org/ugc/planning-an-effective-social-media-strategy>
- Baer, J. (2009, August 20). Develop a Social Media Strategy in 7 Steps. *Convince and Convert: Social Media Strategy and Content Marketing Strategy Social Media Strategy Social Media Consulting Content Marketing Strategy Content Marketing Consulting*. Retrieved October 2, 2012, from <http://www.convinceandconvert.com/social-media-marketing/develop-a-social-media-strategy-in-7-steps/>
- Bernard, M. (2010). Public Relations: The Integration of Social Media Tools with Traditional P.R. Strategies (Senior project, California Polytechnic State University San Luis Obispo). Retrieved from <http://digitalcommons.calpoly.edu/joursp/10>
- Boyer, K. (2011). Social Media and Nonprofits: Increasing Fundraising and Volunteerism for the Kahlo Cultural Center. (Senior project, California Polytechnic State University San Luis Obispo). Retrieved from <http://digitalcommons.calpoly.edu/joursp/14>
- Brandt, K. (2011). Harness the popularity of Facebook. *Texas Banking*, 100(8), 15-17. Retrieved from <http://ezproxy.lib.calpoly.edu/login?url=http://search.proquest.com/docview/883124831?accountid=10362>
- Brito, M. (2012). *Smart business, social business: a playbook for social media in your organization*. Indianapolis, Ind.: Que.

C.M. Sashi. (2012). Customer engagement, buyer-seller relationships, and social media.

Management Decision, 50(2), 253-272. doi: [http://dx.doi.org/](http://dx.doi.org/10.1108/00251741211203551)

[10.1108/00251741211203551](http://dx.doi.org/10.1108/00251741211203551)

Cramer, B. (2009, Using social media to advance your goals. *Nonprofit World*, 27, 20-21.

Retrieved from [http://ezproxy.lib.calpoly.edu/login?url=http://search.proquest.com/](http://ezproxy.lib.calpoly.edu/login?url=http://search.proquest.com/docview/221262437?accountid=10362)

[docview/221262437?accountid=10362;](http://ezproxy.lib.calpoly.edu/login?url=http://search.proquest.com/docview/221262437?accountid=10362)

Crepeau, N. (2010). Six Steps to a Social Media Strategy. *Coherent Social Media*.

Retrieved October 1, 2012, from [http://blog.coherentia.com/index.php/2010/08/](http://blog.coherentia.com/index.php/2010/08/six-steps-to-a-social-media-strategy/)

[six-steps-to-a-social-media-strategy/](http://blog.coherentia.com/index.php/2010/08/six-steps-to-a-social-media-strategy/)

Crepeau, N. (2010, July 26). What Does a Social Media Strategy Look Like?. *Coherent Social*

Media. Retrieved October 2, 2012, from [http://blog.coherentia.com/index.php/](http://blog.coherentia.com/index.php/2010/07/what-does-a-social-media-strategy-look-like/)

[2010/07/what-does-a-social-media-strategy-look-like/](http://blog.coherentia.com/index.php/2010/07/what-does-a-social-media-strategy-look-like/)

Diaz, Whitney. Email interview. 25 Sept. 2012.

Earle, L. (2011). Cultural considerations of Facebook. Retrieved from

<http://blogs.cisco.com/diversity/cultural-considerations-of-facebook/#more-19254>

Earls, E. (2012, How to use Facebook to grow your business. *Caterer & Hotelkeeper*, 202,

24-27. Retrieved from [http://ezproxy.lib.calpoly.edu/login?url=http://](http://ezproxy.lib.calpoly.edu/login?url=http://search.proquest.com/docview/1095124895?accountid=10362)

[search.proquest.com/docview/1095124895?accountid=10362](http://ezproxy.lib.calpoly.edu/login?url=http://search.proquest.com/docview/1095124895?accountid=10362)

Evans, D. (2008). *Social media marketing: an hour a day*. Indianapolis, Ind.: Wiley.

System documentation 2010: Facebook best practices [https://facebook-inc.box.net/shared/](https://facebook-inc.box.net/shared/tgft7ujmsp)

[tgft7ujmsp](https://facebook-inc.box.net/shared/tgft7ujmsp)

- Flynn, N. (2012). *The social media handbook: policies and best practices to effectively manage your organization's social media presence, posts, and potential risks*. San Francisco: Pfeiffer.
- Friends of Hearst Castle. (2008). *About Friends of Hearst Castle*. Retrieved October 11, 2012, from http://friendsofhearstcastle.org/about_us.asp
- Gibbs, S. (2011). Develop an effective social media policy. *Credit Union Magazine*, 77(2), 46-48. Retrieved from <http://ezproxy.lib.calpoly.edu/login?url=http://search.proquest.com/docview/851274809?accountid=10362f>
- Gorney, C. (2011). Social Media for Nonprofits: Analysis and Discussion of Facebook for Habitat for Humanity San Luis Obispo (Senior project, California Polytechnic State University San Luis Obispo). Retrieved from <http://digitalcommons.calpoly.edu/joursp/> 18
- Gratton, S., & Gratton, D. A. (2012). *Zero to 100,000: social media tips and tricks for small businesses*. Indianapolis, Ind.: Que/Pearson.
- Incorporating Facebook into public relations strategies. (2011, Aug 09). *PR Newswire*. Retrieved from <http://ezproxy.lib.calpoly.edu/login?url=http://search.proquest.com/docview/881765975?accountid=10362>
- Kiron, D. (2012). Social business at kaiser permanente: Using social tools to improve customer service, research and internal collaboration. *MIT Sloan Management Review*, 53(3), 1-3. Retrieved from <http://ezproxy.lib.calpoly.edu/login?url=http://search.proquest.com/docview/963965356?accountid=10362;>

- Lovejoy, K., & Saxton, G. D. (2012). Information, Community, and Action: How Nonprofit Organizations Use Social Media^{*}. *Journal Of Computer-Mediated Communication*, 17(3), 337-353. doi:10.1111/j.1083-6101.2012.01576.x
- Marilyn, A. D. (2011). Social networking and business communication pedagogy: Plugging into the facebook generation. *Business Communication Quarterly*, 74(4), 475. Retrieved from <http://ezproxy.lib.calpoly.edu/login?url=http://search.proquest.com/docview/909498994?accountid=10362>;
- Nancy, E. F. (2011). Find us on facebook: How cause marketing has embraced social media. *Journal of Marketing Development and Competitiveness*, 5(6), 61-64. Retrieved from <http://ezproxy.lib.calpoly.edu/login?url=http://search.proquest.com/docview/923616410?accountid=10362>
- Public Relations Definition: PRSA Official Statement. (n.d.). *Public Relations Resources & PR Tools for Communications Professionals: Public Relations Society of America (PRSA)*. Retrieved October 2, 2012, from <http://prsa.org/pressroom/aboutpr.htm>
- Shih, C. C. (2011). *The Facebook era: tapping online social networks to market, sell, and innovate* (2nd ed.). Upper Saddle River, N.J.: Prentice Hall.
- Short, K. (2011). The mindset of a leader. *CPA Practice Advisor*, 21(2), 52-53. Retrieved from <http://ezproxy.lib.calpoly.edu/login?url=http://search.proquest.com/docview/885357745?accountid=10362>
- Silvia, C. (2009). An Analysis of How the American Cancer Society Uses Social Media. (Senior project, California Polytechnic State University San Luis Obispo). Retrieved from: <http://digitalcommons.calpoly.edu/joursp/4>

Warren, Christina. (June 15, 2010). Which Department Owns Social Media?. Retrieved October 2, 2012 from <http://mashable.com/2010/05/17/social-media->

Weiser, M. (2009, Sep 02). California state parks closure list due soon. *McClatchy - Tribune Business News*. Retrieved from <http://ezproxy.lib.calpoly.edu/login?url=http://search.proquest.com/docview/457627257?accountid=10362>

Figures

Internal Factors	
<i>Strengths</i>	<i>Weaknesses</i>
<p>People: The community around San Simeon is very responsive to FHC. Sue Rauch and Tracey McConnell have positive personal and business relationship with the surrounding businesses and wineries. This is extremely helpful when planning events. In addition, these close relationships also help build stronger connections through Facebook and members.</p>	<p>People: FHC has a small staff of two and state regulations can holding them back from ideas. Also living in such a small community of San Simeon there is only so many resources for event hosting. Sometimes the remote location can prevent some idea. Additionally, having personal relationships with vendors can sometimes be detrimental toward FHC goals.</p>
<p>Resources: Having the opportunity to use Hearst Castle for events and as auction items give FHC rare opportunities most nonprofits would not have. In addition, their Board of Directors and Hoyt Fields, the museum director, are wonderful resources they use daily.</p>	<p>Resources: Since Hearst Castle is a state park they are limited the use of the grounds. In addition, their Board of Directors needs approval for most events. This can limit FHC when planning events and small problems can become time consuming.</p>
<p>Innovation & Ideas: FHC is constantly coming up with new ideas on how to raise money. The SLO film Festival and the upcoming Savor the Central Coast are events they just decided to do this year. Being flexible gives them a lot of opportunities.</p>	<p>Innovation & Ideas: Since approval for new ideas is needed it can be difficult to put new ideas into action when traditional ones have worked in the past.</p>
<p>PR: They make sure to send out timely press releases for each event and keep communication between media contacts.</p>	<p>PR: Expanding their PR to Facebook and submitting more press release throughout the year will help.</p>
<p>Marketing: Their marketing strategies focus on local cities for smaller events. For larger events, members are main point of contact for marketing. Other marketing strategies are marquees at the Hearst Castle's Visitor Center and the SLO Airport.</p>	<p>Marketing: Must be focused on those who can attend events or who are interested in Hearst Castle. Need to market to people who have attended events in the past. Facebook is underutilized when marketing events.</p>

Internal Factors	
<i>Strengths</i>	<i>Weaknesses</i>
Operations: Hearst Castle and all operations within the State Park gives them a lot of options.	Operations: Having to work with the state can sometimes be more time consuming than without.
Budget: Their budget is pretty flexible thanks to their Board of Directors	Budget: The budget is not expendable.
Ways to exploit: Hearst Castle is already a well known national landmark. Friends of Hearst Castle should use the popularity of Hearst as well as their local connections to grow.	Ways to exploit: In order to be successful a lot of ideas of FHC must go through higher supervisors. Creative ideas might take more time to convince supervisors to feel comfortable with changes.
External Factors	
Opportunities: There are a lot of opportunities Friends has. With almost unlimited access to Hearst Castle they are able to take the ideas they have and implement them.	Threats: Not having as much control on their decisions is a threat. In addition, being limited to those that already know about Hearst Castle it can be harder to expand their audiences.

Figure 1: SWOT analysis

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Event Update	Photo of the day	Membership of Campaign reminder (membership or Casa Grande Roof Tiles)	Photo of the Day (every other week)	Trivia Thursday	Almanac Days	Photo and Question or Photo and Quote.

September 2012

- 5: Interview Sue and Tracy
- 5-10: Establish objectives and tactics from interview

- 10-20: Research audiences and demographics of current Facebook Fans
- 12: Edit Facebook About Page and other basic changes.
- 20: Implement social media strategic plan
- 21: Upload new images of the castle and organize Photo Albums
- 22: Upload photos from Enchanted Evening during the event
- 22-31: Upload photos from the event as receive
- 30: Implement and activate Casa Grande's Roof tab on Facebook

October 2012

- 1-31: Monitor Facebook account to measure and analyze success of campaign efforts.
- 1: Develop schedule for social media postings to build consistent social media presence.
- 3-12: Upload the rest of Enchanted Evening photos
- 18: Implement new posts on William R. Hearst's Quotes
- 23: Meet with Sue and Tracy to discuss current status
- 29: Check Facebook progress

November 2012

- 1: Research Facebook Applications to create Photo Contest
- 3:Start Holiday Photo Contest. Add button to home page
- 14-22:Weekly reminders about photo contest
- 22:Update Logo and Mission Statement
- 24-31: Complete Facebook analysis

December 2012

- 1:Pick a winner of Holiday Photo Contest
- 5:Announce winner of Holiday Photo Contest
- 6: Give a tutorial Tracy about tools such as HootSuite
- 11: Remove Holiday Photo Contest from the main Facebook Page
- 15: Turn over Facebook administration to FHC

Figure 2: Timeline



Friends of Hearst Castle


Liked · September 22 via mobile
near San Simeon, CA 🌐


The North Unfinished Terrace has been transformed. Currently dining under the stars.


📷 Tag Photo 📍 Add Location ✎ Edit

Unlike · Comment · Share · Edit

👍 Friends of Hearst Castle, Vincent Gomez, Mott Training Center, David V. Snider and 45 others like this.

 **Deb Sell** we will be back next year for sure!! It looks like a glorious evening!!
September 22 at 7:44pm · Unlike · 👍 3

 **Lisa Adams** Such a beautiful night! Thank you for all the hard work!
September 22 at 10:26pm · Like

 **Elaine Beckham** It was absolutely fantastic tonight – And for those who didnt go this year – GO NEXT YEAR – there is nothing like it.
September 23 at 1:14am · Like

 **Karen Baker Landers** So bummed we couldn't make it this year...

×

year – GO NEXT YEAR – there is nothing like it.
September 23 at 1:14am · Like



Karen Baker Landers So bummed we couldn't make it this year...

September 23 at 3:55am · Like



Will Marche Beautiful! Fun in the sun!

September 23 at 4:50am · Like



J Peter Hogan If I could get JK Rowling to just buy me a castle – like.
<http://citizenrosebud.org> &
<http://citizenrosebud.com> with @jp Hoganorg

HARD TIMES AT C  **jphogan.org**
jphogan.org

THIS SITE HOSTS MY ORIGINAL WORKS OF PUNDITRY AND POLITICAL WRITINGS AND MOSTLY
...See More

September 23 at 5:39am · Like · Remove Preview



Malia Neves Had an amazing time. Was such a beautiful night!

September 23 at 10:58pm · Like · 👍 1




Friends of Hearst Castle We are so grateful for all the support!

September 25 at 2:13pm · Like · 👍 1



Write a comment...

Figure 3: Photos from Enchanted Evening



Friends of Hearst Castle · 929 like this
 November 15 at 9:20am via HootSuite ·


✓ Liked


Thursday TRIVIA: How many books does the Library currently hold?


"Dear Mr. Hearst, The antique bookcase have very crude working doors, drawers, shelving, ect... We can, as telegraphed, either make the new work in all respects a copy, or can merely copy the design, reasonably "antiqued". -Julia Morgan

Like · Comment · Share

👍 Hearst Ranch Winery, Mott Training Center, David V. Snider and 8 others like this.



Cliff Martin 4,000 books
 November 15 at 9:27am via mobile · Unlike · 1



Jeff Miller 4,902 ... unless Vicky has some out.
 November 15 at 12:42pm · Unlike · 1


 Write a comment...

291 people saw this post

Promote






Friends of Hearst Castle
 Liked · November 15 via HootSuite


Trivia ANSWER: The Library contains more than 4,000 books!

Tag Photo · Add Location · Edit

Like · Comment · Share · Edit

👍 Tina Marie Willey-Layfield, Lenny Castellaneta, Hearst Ranch Winery and 33 others like this.



Roger Tse What interesting titles are here ?
 November 15 at 11:05pm · Like


 Write a comment...

Sponsored

Create an Ad

Wrapp


 Girlfriends rock! Give your B.F.F a gift just for being awesome – For FREE!

Use Now · 530,000 people used this.

Figure 4: Thursday Trivia

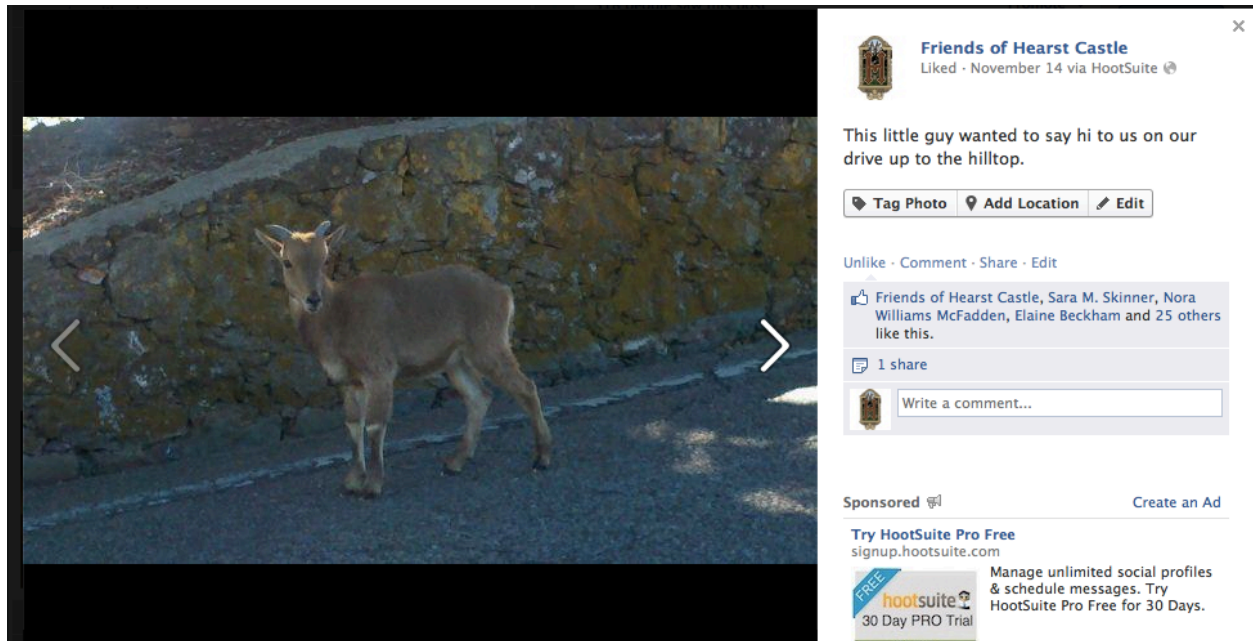


Figure 5: Photo of the Day

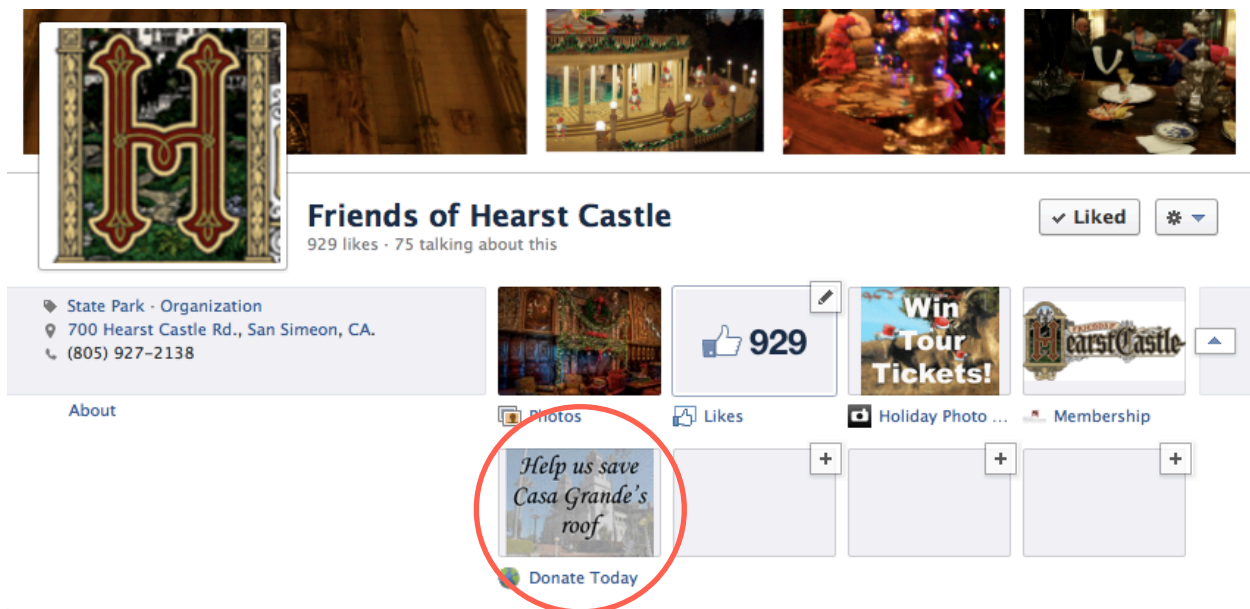


Figure 6: Help Save Casa Grande's Roof

Date ?	Post ?	Reach ?	Engaged Users ?	Talking About This ?	Virality ?
12/5/12	Our winner for the Holiday Photo Co...	257	48	39	15.18%
12/4/12	We loved every photo, thanks again. ...	161	12	7	4.35%
11/30/12	Thursday Trivia ANSWER: There are 4...	287	52	43	14.98%
11/29/12	Thursday TRIVIA: How many fireplace...	310	19	8	2.58%
---	Happy Halloween!	---	---	---	3.83%
10/29/12	Friends of Hearst Castle A night of Travel and Entertainment on the hilltop!	3	53	15.82%	
10/26/12	Enchanted Evening 2012 A night of Travel and Entertainment on the hilltop!	4	12	70.59%	
10/24/12	View Post	9	32	10.7%	
10/18/12	View Post	5	18	7.56%	
10/11/12	A night of Travel and Entertainment ...	508	176	90	17.72%

Figure 7: Engaged Users for Enchanted Evening

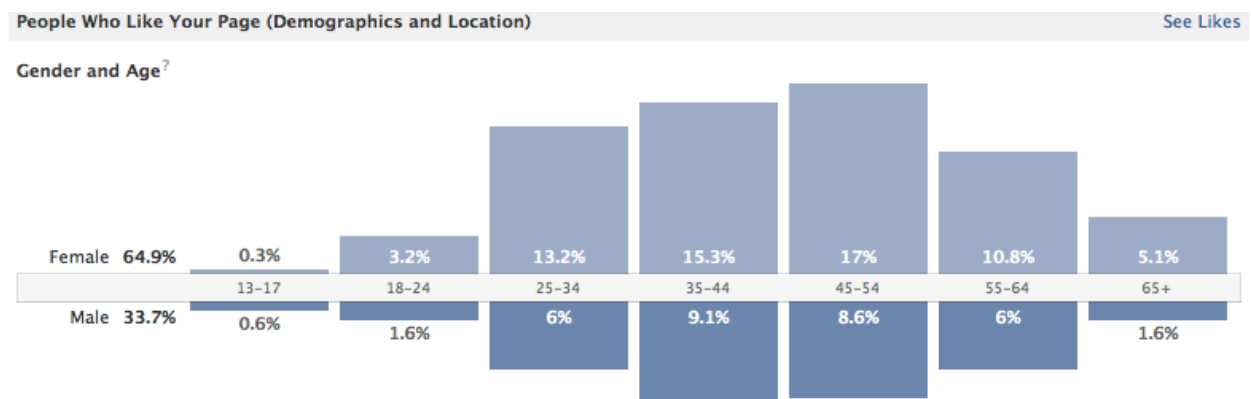


Figure 8a: Age Demographics

Countries?	Cities?	Languages?
830 United States of America	59 Los Angeles, CA	841 English (US)
14 Canada	48 San Luis Obispo, CA	51 English (UK)
13 Australia	39 Paso Robles, CA	7 Spanish
5 Philippines	21 Cambria, CA	4 German
4 United Kingdom	17 Sacramento, CA	3 Portuguese (Brazil)
4 Denmark	17 Fresno, CA	3 French (France)
4 Germany	15 Atascadero, CA	2 Danish
4 Mexico	14 Morro Bay, CA	2 Traditional Chinese (Taiwan)
4 Brazil	13 San Diego, CA	2 Spanish (Spain)
3 Italy	12 San Jose, CA	2 Swedish
3 Taiwan	12 Las Vegas, NV	2 Thai
2 Thailand	12 Bakersfield, CA	1 Turkish
2 Spain	10 Los Osos, CA	1 Russian
2 Bangladesh	10 San Francisco, CA	1 Korean
2 New Zealand	9 Santa Barbara, CA	1 Leet Speak
2 Norway	8 Cayucos, CA	1 English (Pirate)
2 Sweden	7 Grover Beach, CA	1 Serbian
1 Tanzania	7 Long Beach, CA	1 Portuguese (Portugal)
1 Martinique	7 New York, NY	
1 Samoa	6 Arroyo Grande, CA	

Show Less ▲

Figure 8b: Location Demographics

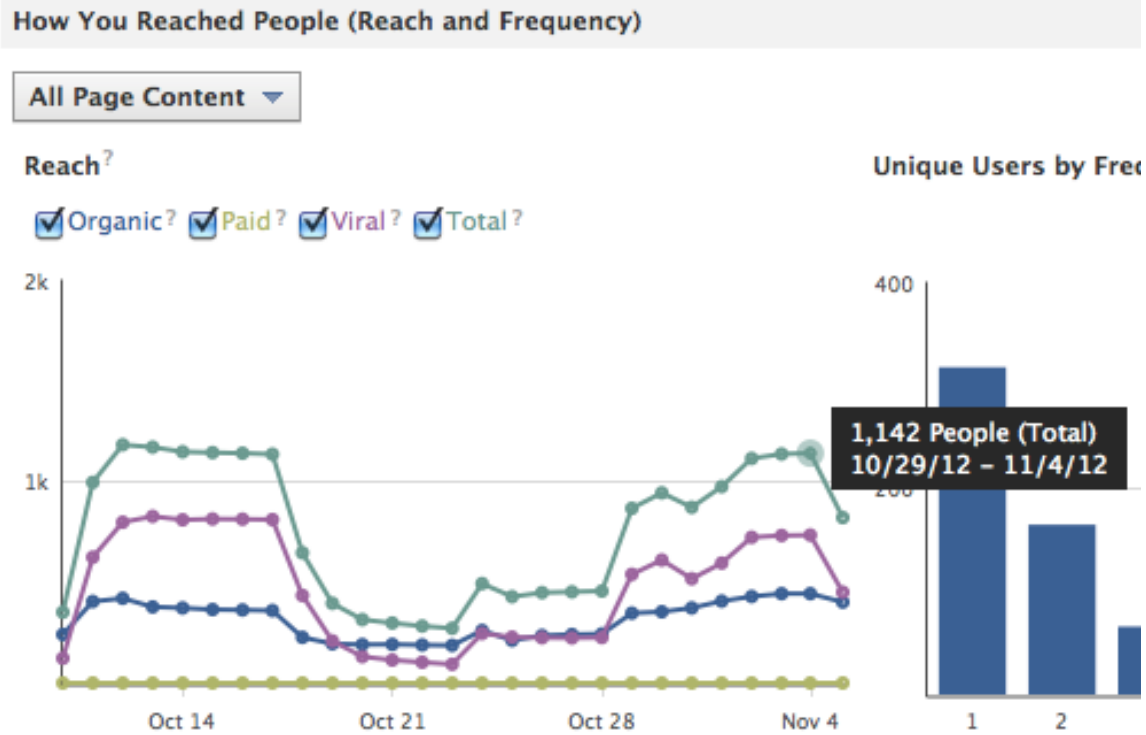


Figure 8c: Total Reach

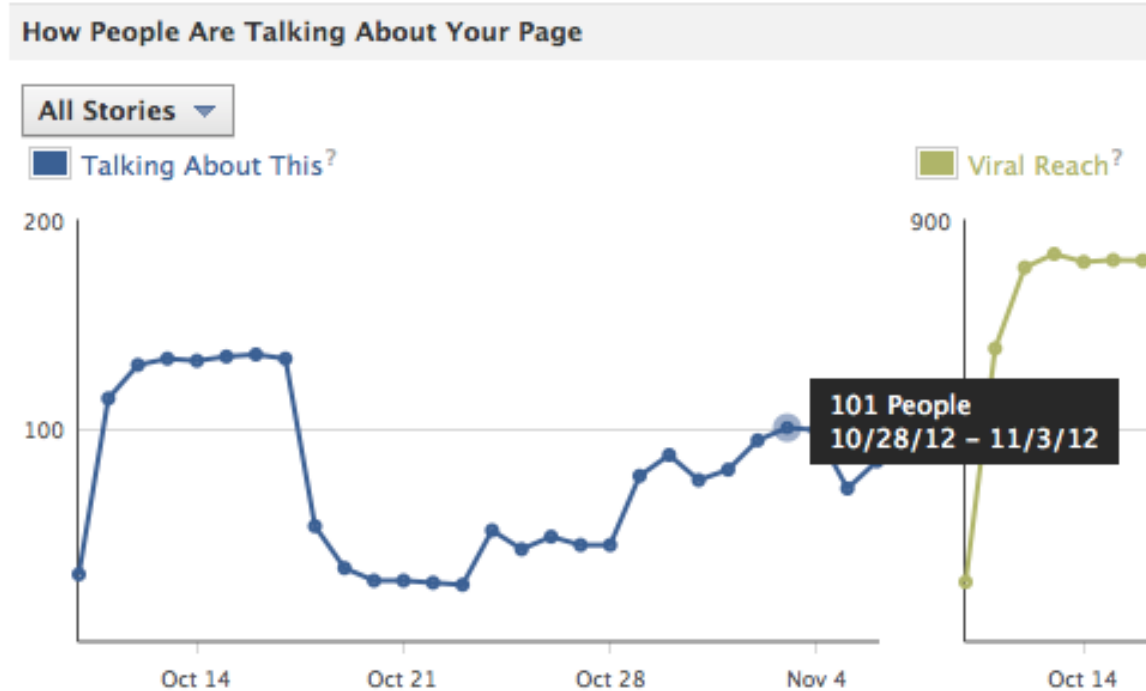


Figure 8d: People Talking About