

Communications for dialogue & advocacy



Media relations & social media

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Communications for advocacy

Media relations & social media

1. Introduction

Business member organisations (BMOs) engage in private public dialogue and to advocate an improved business environment. Media relations, developing a media strategy for a specific media campaign, and encompassing all aspects of social media available, are key elements of communicating your advocacy work.

The aim of this handbook is to explore how to engage with the media and create a media strategy for a specific campaign, which falls under your broader communications and public relations strategy. It also covers techniques for utilising social media platforms. Your audience may be the government, donor community or other stakeholders you wish to influence and the media is a useful channel for every BMO, providing you are able to deliver information which the media finds newsworthy. By the end of this handbook, you will have a clear idea about forging links with national media, be more strategic in your engagement with the media, and be able to utilise rapidly expanding social media platforms.

By the end of this handbook, you will:

- Understand the role of, and how to engage with, journalists and editors;
- Be able to develop a media strategy and objectives for a media campaign;
- Have learned how to identify newsworthy angles and generate news;
- Have been introduced to a number of communication tools;
- Understand social media and how to participate in a meaningful way; and
- How to monitor the results of your media output.

2. Media relations

It is crucial to view the media, in all its forms, as providing a platform to talk about what you do as a BMO and how important it is. The media can help to convey your messages to a targeted or wider audience and help to hold decision-makers and governments accountable. For this to happen, you need to understand why journalists and media outlets behave as they do, what they are looking for, and how you can help them find that information, which ultimately drives your organisation's agenda. Media relations is about building trust with media practitioners and working together to tell compelling stories to an audience that wants to hear them. Having a strong and continuous relationship with the media underpins your media strategy.

Past research of the media undertaken by BAF suggests there are several challenges to overcome to engage the media in Kenya effectively. Oriare et al

(2010) observe, inter alia, that a lack of financial and material resources militate against a quality journalism education; corruption is endemic and cuts across all levels of staff; journalists, editors and owners are politically co-opted and openly show editorial bias; media organisations place a low premium on investigative journalism and hardly prioritise it and training institutions do not teach it well.

On the other hand, there are some organisations and individuals who are committed to better reporting. The Forum for African Investigative Reporters (fairreporters.org), for example, is a professional association of investigative journalists with members in Kenya. BAF's discussions with journalists and editors and associations of journalists suggest that there is an appetite for writing more about business enabling environment issues and that what is missing is awareness and insight. Indeed, a brief review of the business pages of the press on almost any day shows that journalists are already writing about such issues but perhaps could do so in a more balanced way.

The traditional media generally only allows for one-way communication, with little chance to question for example, or seek clarification. Hence the importance of getting the message right and ensuring the message is simple but the meaning is deep. However, social media is changing all of that so building a relationship with key journalists online is vital.

Your organisation can achieve better media relations by building a steady relationship with journalists and editors by inviting them to press conferences, breakfast meetings, informal lunches and cocktail evenings for example. In turn, this will reinforce trust between your BMO and the media. But your job does not stop there. It is your responsibility to create carefully crafted messages through your communication tools (press releases, human-interest stories, blogs and vlogs) which tells the media what you are doing and why you are doing it, which resonates with the media and which they can understand. These messages must be new, newsworthy and grab an audience's attention. A good test when creating material is to ask, 'why should an audience care?' Remember, most journalists in the country are generalists. You are the expert, and it is down to you to provide the media with detailed expert opinion. That is what the media wants and expects from you.

Working with the media is not just about generating publicity for your advocacy issue. You want the media to be influenced by these messages and consequently to take some action, to support your campaign by running a petition in their publication for example. Every organisation should have an overall objective for the work it is doing and this is one of the first steps which should be reflected in your communications and public relations strategy and consequently used to form a basis in any media campaign upon which you embark. For communications to be effective you also need to be clear about the outcome from any messages you are trying to convey. The outcome is in essence the effect a message will have on anyone who hears it.

3. Developing your media strategy for a specific campaign

A media strategy defines your overall approach to the media and addresses how you plan to raise your profile through the media. A media strategy or plan is a plan of action with tasks, responsibilities and timelines. If you decide the most effective way to communicate your advocacy work is by utilising the media then it is imperative you have a media plan and that the plan fits into your overall organisational strategy. It is important to consider whether using the media will be helpful. Ask yourself whether there is any other way of communicating to your intended audience to achieve the desired result. If the Senate is your target audience for example, then could you achieve your desired result by writing a policy brief and addressing them directly rather than putting public pressure on them to take action through the media? Indeed, a media campaign may even be counterproductive. If the answer is to 'go public' with your messages, then developing a media plan with clear objectives should be your next step.

The media strategy should not only link closely to your organisational strategy, it should also coincide with your broader communications strategy. Designing a media strategy is likely to be most successful when it is done as a group, with stakeholders involved in your overall advocacy issues. You could ensure that once your media campaign is operational that your organisation is making the most of media exposure opportunities at all times by having a 20-minute Monday morning meeting each week for example. This meeting can be used to feedback and to review your media campaign and discuss any media output from the following week and how you are going to continue to drive or respond to topics of relevance to your BMO. Has the media drawn upon your expertise the previous week as an opinion former to comment on a story for example, or to create a new storyline specifically about your work? This staff meeting can be an efficient way of evaluating the efficacy of your media campaign.

The following sections outline the process of creating a media campaign. If you already have an overall organisational strategy document, some of these steps will be complete already; you can use your overall organisational strategy to feed into your media campaign strategy as follows:

3.1 State your goal

When beginning your media campaign avoid just having a general idea, you need to pin down a specific goal or goals which can be acted upon. First of all focus on sharpening your campaign goal(s) because these will be used to inform how you engage the media. You should start by asking and answering the following questions and use your answers to form an introductory statement:

- What is the purpose of your media strategy?
- Who is the intended audience you wish to target through the media?
- What do you want to get out of your media publicity?
- What do you want your audience to get out of your media publicity?
- What do you want the audience to remember?
- What do you want the audience to do?

For example, your introductory statement could say, "We want the public to know

that the government is putting Kenyans at risk because there are no fire and safety regulations in place in the country." Next, state why you think this is a problem and what you think the solution is. You should be able to state this in just one or two clear and concise sentences as follows. "Legislation would ensure better checks on fire equipment and training of personnel, and make sure counties are prepared and equipped to do their jobs properly".

3.2 Clear objectives

The objectives of your campaign must be even more specific than your goal(s). Your strategy may be to approach the media in multiple ways. For example, your strategy can include one objective to raise awareness about the taxes which cripple the tea sector in Kenya and another that targets the broader national community, asking them to get involved by informing governments that Kenya's economy will grow if taxes are cut in certain areas. An example of an objective is: "Our blog should encourage at least 1,000 people within one week to sign a petition about multiple taxes on tea which hinders businesses" or "within two weeks, 2,000 people should see a social media post about factors which hurt the tea sector." Please revisit your objectives once you have completed your strategy as they may well change as you continue with the process.

3.3 Draw on your research

Draw upon reports and data created by your organisation or by your stakeholders. Write up what has already been done on this area in Kenya or abroad, map out what information exists and look for new information where this is required. Ask yourself: What have other organisations or individuals done to support this cause: Were they successful? Why or why not?

3.4 Identify your target audience

There are generally several groups involved with an issue, and all of them are stakeholders. It is important to list all of your stakeholders, as you need to know everyone who has the power to influence your cause and help make a change. Knowing all the stakeholders will help you define your target audience.

"There are always different types of stakeholders:

- Allies – people and organisations who already support what you do;
- Adversaries – people who oppose the change you want to see; and
- Neutral – people whose position or attitude is unclear or who have not become actively involved in this issue." (Source: howto.informationactivism.org)

You should consider your stakeholders using these three categories and have discussions about why you see them in this way. It is only after you understand where different audiences stand that you can prioritise them according to their influence and importance in terms of your objectives.

"Successful films, television programmes, newspapers or campaign posters are never made for "everyone." On the other hand, a well-made media campaign that targets a specific audience can very easily end up being liked by many different groups of people." (Source: <https://howto.informationactivism.org>)

3.5 Target your audience

The media will anticipate their audience before they begin to write a story. This is how they decide which questions to ask, often open-ended questions that are relevant to their audience. Most media organisations aim to reach out to specific audiences. If you are hoping to get your message out there using a certain media outlet, you need to consider who you are trying to communicate to and whether your message is suitable for the targeted audience of the media house.

Determine which media houses are the most suitable for your target audience. Familiarise yourself with the content of publications, newspapers, magazines and websites, listening to radio programmes or looking out for relevant TV programmes, often TV talk shows. Note down any journalists who are interested in the kind of issues you are advocating or any journalists who have a general interest in the business environment. Contact them by name and ask them what sort of issues they are interested in and how you might help offer your expertise.

3.6 Your campaign slogan

Your campaign slogan should encapsulate everything you want your audience to know about your story or issue. Think of it like writing a headline for a news story. Ask yourself why should the audience care about your slogan? Does it grab the audience's attention? Crafting the slogan will help focus your media campaign messages. For example:

Slogan: Protecting every Kenyan through better fire and safety measures

3.7 Key messages

What do you want to say? Tell your audience something new, newsworthy. Something new or unusual, something that will lead to a transformation of some kind, or that involves a journey. Your message is what will attract people to your media campaign. Express the need for your recipients to take action.

Key messages should help someone understand that your point of view is a reasonable one. Keep messages simple. When working with the media you have very little time to get the right message across, and you do not want to confuse either the journalist or the audience. In broadcasting for example, there are only seconds for your audience to take everything in.

Example: A key message is information you want people to remember after they have read an article about your organisation, seen a social media post, or heard your CEO being interviewed on the radio or on a TV chat show. Key messages need to be simple and easy to grasp.

Example of your issue: **Outdated fire safety policy**

Examples of key messages could be:

• **We are launching a new campaign to raise awareness of the lack of fire emergency services in Kenya**

- **We are doubling our efforts to combat certain types of fires hazards in big cities in Kenya**
- **We want people to engage via our website (so here is the web address)**
- **We are holding an event/publishing a report/results of a survey to show the extent at which populations in urban areas are at risk of fire**

3.8 Generate news

Help the media by mimicking a news style. Look at your BMO activities for sources of inspiration and by also responding to the news around you.

Here are some ideas adapted from an online source:

- *New policy proposals (e.g. goals, targets or indicators)*
- *Local community projects*
- *An open day or public event*
- *A visit by someone in authority or someone well-known*
- *A personal achievement by one of your team – e.g. speaking at a major conference, undertaking a recognised advisory role*
- *Anniversaries, e.g. 10th anniversary of your organisation*
- *Significant numbers, e.g. hundreds/thousands of people living at risk of fires in Nairobi for example*
- *Announcing future plans or updating new information about an ongoing event*
- *Commenting on another story that is in the news, and highlighting your expertise*

Adapted from: <https://www.stakeholderforum.org/>

3.9 Your budget

If your ideas are ambitious but your budget modest, then why not partner with your members and pool resources. Hosting a press conference does not have to be an expensive exercise. Think of creative ways of doing it on a budget. One cost effective way of raising your BMO profile is to invite media to a press conference, provide them with a good story angle and some strong key speakers and consequently you should get blanket national media coverage for free. You may have to pay travel expenses but it is much cheaper than placing an advertorial in the newspaper for example.

3.10 Your communications channels

Which media do you wish to utilise? Print, TV, radio? Look at your goals and messages then decide which media you are going to target. Which media houses are more sympathetic to your BMO issues?

3.11 Your communication tools

There are a whole host of communication tools at your disposal. TV chat shows, prime time radio shows, print media, social media platforms to name a few. What you use depends on your audience and the type of messages you wish to convey. If you are reaching out to your members in rural areas, some may be illiterate. Is the use of drama or cartoons suitable for this audience? Your strategy might involve having your CEO appear on a TV talk show, discussing a burning advocacy issue, meanwhile you have a blog that regularly updates audiences about your issue and how far you have got in persuading authorities to draft a bill, for example.

3.12 Press releases and a photo library

Press releases are a fundamental tool used in public relations. They are a written statement used to invite the media to an event, announce something new, inform the media about an update of an ongoing event, or to release the results of a report or survey. Good photos can enhance your press release and even mean it is more likely to be noticed. *"Build up a supply of 'stock' photos. Your 'library' should include up-to-date head-and-shoulders photos of key staff, executives or members and stakeholders. Journalists often request these at short notice to illustrate news items. Other library shots can help illustrate your organisation's work. For example, if your organisation helps tea growers, a photo of someone on your Board with a group of tea growers would be suitable."* (Source: <https://www.stakeholderforum.org>)

Another useful BMO communication tool could be a photo call:

"A photo call is an event to which you invite the media to take photographs for themselves, rather than your providing them with pictures you have already had taken. It could be an occasion like an award-giving ceremony or visit by a famous person; or an image of something thought provoking or a technological success. Or it could be an event you have 'created' in order to generate publicity, such as a high-level meeting. Think carefully about the target audiences:

- *Will the photo enhance the message you want to communicate?*
- *Will it help show your organisation or objectives in a positive light? Your photo call must be stage-managed, with everything ready for the photo-journalists to take their shots. Be prepared to arrange different shots if they want it."*

Source: <https://www.stakeholderforum.org>

3.13 Organising events and press conferences

Press conferences are a type of event and deserve a special mention here. They have a typical structure and usually coincide with a major announcement, something which is most definitely new. They should involve senior members of the organisation who will be able to meet and be interviewed by invited journalists. This adds impact to the announcement and allows for more detail than can be contained in a simple press release. Press conferences need to be well organised, as the smooth running of the event is as important to your reputation as the clarity of the messages.

On the next page is a table of activities to complete before, during and after holding a press conference.

Before:

- *Only invite journalists likely to be interested in the subject*
- *Note down expected attendees and confirm 24 hours beforehand*
- *Prepare a conference timetable (maximum one hour)*
- *Plan, prepare and rehearse all key speeches*
- *Choose someone who can chair or facilitate the event, and brief fully*
- *Prepare press releases, background notes and other handout material*
- *Consider potential questions - and prepare suitable answers*
- *Brief all your colleagues attending on what to say - and most importantly what not to say - to the media*
- *Brief key people on journalists who will be there and their likely issues or interests*
- *Prepare lapel name badges for everyone*
- *Arrange light refreshments*
- *Arrange a photographer to take pictures for the record and maybe for the media too - while making make sure people are happy to be photographed*

On the day:

- *Greet journalists on arrival - and write down their names*
- *Distribute handout material on arrival (often called a press kit containing key speeches/brochures/policy briefs etc...). Do not email everything in advance, or the journalists may not turn up!*
- *Distribute name badges on arrival*
- *Provide a timetable – and keep to it*
- *After speeches/announcements, take questions from the floor in a Q&A session*
- *Write down who asks what and the responses*
- *Allow time for individual media interviews after the main event (one-on-one interviews)*

After the press conference:

- *Email the press release and background material to all target journalists unable to attend immediately after the Press Conference*
- *Collate all media coverage as a record*
- *Make sure all journalists who attended are on your regular press distribution lists for future contact*
 - *Send out a press release summing up the event with a photo of the event*
 - *Upload this information onto your social media platforms*

Source: www.sustainabledevelopment2015.org

Breakfast meetings, media briefings or receptions, whatever you would like to call them, almost always have food and drink provided and can be a great way of engaging with journalists in a more informal way. They usually involve a smaller number of journalists who have shown a specific interest in the activities your BMO undertakes. Be aware that some journalists may still ask uncomfortable questions so make sure the agenda is clear from the beginning and encourage people to stay on track with the topics being discussed.

3.14 Editorials and advertorials

In some developing countries there can be a fine line between journalism and advertising. Some journalists in Kenya may not write about your BMO unless they are paid to do so. One way BMOs get around this is by offering travel expenses when inviting the media to an event or study tour etc. This is considered acceptable by many organisations, provided that you really are doing no more than reimbursing actual expenses.

An editorial can be defined as a journalist initiating the idea to write about your organisation and the narrative will be firmly focussed on the agenda of the particular media house the journalist is from. It will no doubt echo the media's standpoint. It is not considered acceptable for a journalist to then ask the BMO for any expenses incurred when writing this story. You can ask to see a draft of the work to attempt to have some control over the content but there is no guarantee the journalist will accede.

An audience will tend to trust an editorial if it comes from a media house they also trust. You will not have to pay for an editorial. You do however have little control over content. You must rely on the good relationship you have developed with the journalist.

BMOs will pay for an advertorial; they are like a direct form of advertising. Although your trusted journalist may not be the one writing the content. If done well, an advertorial can look like a story from your BMO and thus may encourage the audience to trust the content more.

3.15 Timing your campaign

Your media campaign should be launched in a timely manner. For example, you could release a press release urging government to address multiple taxes which hinder the tea sector when the government has launched an event promoting the tea sector as being robust, or when they make claims about the improving business enabling environment in the sector. Another example could be that a media campaign about farmer's rights may get more attention if it is released when a news story on this issue has made headlines. Or perhaps your campaign could be launched on "Labour Day" or "World Agriculture Day," when you are more likely to be able to mobilise the support of your stakeholders and get media coverage.

It is also wise to have a timeline when launching a media campaign as follows:

- *Show the period of planning and production of your media.*
- *Show when your media will be released.*
- *Include which messages and media are to be sent out and when; for example, 50 emails or text messages over a three-month period.*
- *Allow for a progressive build-up to the whole campaign if you are planning to create multiple media approaches including events, TV interviews etc.*
- *Relate important events to your media campaign and allow for flexibility to respond to events as they unfold.*

Adapted from the source: www.socialbrite.org

4. An effective press office

Every BMO should make provisions for an effective press office, which sets out to designate a dedicated contact person from your BMO who deals specifically with the media. In turn, that person should be able to respond to media enquiries when the need arises and keep track of who called and what they requested and follow up. The aim is to see the visibility of your BMO boosted through the use of the media so don't let a story slip away.

4.1 The role of a journalist

With the explosion of social media the role of the journalist is not as straight forward as it used to be. Journalists are now required to host their own blogs and provide content on social media platforms. There is a risk that they are becoming part of the story as our thirst for human-interest topics and people's lives is satisfied through this realm. However, journalists convey and contextualise messages and the idea is for them to do this about your organisation. Journalists usually work to tight deadlines. In the broadcast media they have to prepare video and audio to go out on a bulletin or in a programme. If they miss their deadlines they may even lose their job. For print media the deadlines are often days or weeks ahead of publication, or may simply be at 3 pm each day if it is a straight forward news story. News is 'new pieces of information'. Journalists are always looking for something that is new, interesting and relevant to their specific audience. For example, a regional newspaper will constantly be on the lookout for events that include regional places and names. Localising your own messages will help them engage with you. Here are some of the characteristics that can make a story newsworthy:

- New and compelling
- Tells a story with human interest (e.g. people, businesses, or communities triumphing against adversity)
- Affects large numbers of people
- Unusual
- Mysterious or extraordinary
- Involves someone famous supporting your campaign or related objectives
- Falls on an anniversary or follows another major event
- Involves winning prizes or awards

- Involves significant results or changes in behaviour or a change in policy

News will be perceived differently depending on the target audience. A specialist website may be very interested in something you are doing, where a national news outlet may feel it is not sufficiently relevant.

4.2 Engaging journalists

Before engaging with a media outlet you need to identify relevant individuals within it, and build up a relationship with them. Take a systematic approach to this task, and always bear in mind that you need to work with the journalist, not simply use them as a messenger for your views.

Do some research on journalists you may wish to engage. Read articles and social media posts they may have written. Do you like and trust their work? Then make a phone call to them and say that you like the work they do and determine what sort of stories they are interested in covering and how your BMO can meet their needs.

Journalists may work across a number of publications, they may even have their own website, blog or vlog. For example, the activist Boniface Mwangi is a well-known photojournalist in Kenya, having witnessed the horrifying violence in the 2007 elections, he now has turned his attention to politics. He also writes blogs and articles for his own website at <https://www.bonifacemwangi.com>

Help the journalist persuade their editor that a story is worth publishing. Identify newsworthy elements to a story which may appeal to an editor. Remember, something new, unusual, and extraordinary. Look at how much time a story is given in multimedia outlets. Try and match the material you have to the current news agenda. Aim to make your content relevant and it will be more likely that the journalist will pick up on the story and publish it.

Social media works in a more direct way, allowing any organisation or individual to 'publish' or 'broadcast' directly onto a plethora of social media platforms. You may wish to engage journalists through social media networks. One way to do this is by re-tweeting tweets or hash tags directly from journalists, constructively commenting on their posts, and following them on social media sites. Thus, building up a relationship with journalists virtually and reinforcing this by inviting them physically to events and continuing the dialogue face-to-face.

If you find that you are doing a large amount of work with the media, then you may find it helpful to set up a press office.

4.3 Some basic rules for running a press office

- No one should speak to the media without authorisation
- Have a single press contact who is easily available
- Respond in a timely manner to a media enquiry
- Check and check again when providing facts
- Keep track of who is contacting you and why with a media database
- Prepare and media train your spokespeople

- Practice with simple positive stories
- Always get back to the media as next time you may want them to cover your story
- Send out relevant and timely press releases
- Try and provide photographs where possible
- Be prepared to give more detailed information on topics where necessary but always stick to the point

4.4 Press office check list

Make sure you run your press office smoothly by covering the following points:

Our BMO has a:

- Nominated press contact/ a press officer
- Press contact details are included on the bottom of all press releases
- Media database
- Reliable mobile phone
- Consistent way of storing all press releases and media statements and briefings
- List of spokespeople with their contact details

Set yourself deadlines to develop any of the above that is not already in place.

Work out a consistent system of numbering all press materials for example:

PR/1809/1 The first press release you sent out in September 2018

PR/1902/2 The second press release you sent out in February 2019

4.5 Media database

Setting up a media database is an efficient way of keeping tabs on what is happening with your BMO and related media output. This could be created as a word or excel document and include the following information:

Date & time	Media outlet	Deadline	Journalist & contact	Enquiry	Action

5. Use of social media

Your BMO media strategy should include a social media component which will complement your other traditional media activities. Using social media is like having a chat with a group of like-minded people. As a result the language used is very informal. Even if you want to refer people to formal reports or written

articles, bear in mind that the tone of a social media conversation should be friendly, human and conversational. Try to avoid making your comments sound dry or 'corporate'. More and more organisations are boosting their profiles on social media. Once you begin your social media journey it is crucial that you are a regular active user. Schedule times when someone in your organisation posts. Ideally at least once a week if not daily. Leaving months between posts is worse than not having a social media profile in the first place. It can make your organisation look dormant.

Social networks such as Facebook, Twitter, LinkedIn and Instagram (and many others) have revolutionised the way people engage with audiences and express themselves. This presents tremendous opportunities for BMOs. Engaging with your stakeholders and potential stakeholders has, in theory, never been easier. However, social media brings different expectations and new challenges. You now have the opportunity to engage directly with people, cutting out the media outlets that used to be your only route to an audience.

To do this effectively, however, you need to remember some basic rules when engaging in social media:

- Have a conversation. People are no longer passive recipients of news. They want a say. Are you able to engage with them directly and participate in conversations online?
- Be active. Using social media is about demonstrating that you are actively involved in the things you do. Stale or out of date social media accounts make you look out of touch and irrelevant.
- Choose the right social media. Think about your target audience. Do they want to engage with text, share photos, write in-depth articles, etc.? Different social media platforms have different strengths.
- Build trust. The best relationships are built on mutual respect and trust. This is what people are looking for in social media. So do not just try to sell things or send out pleas for support. Build relationships with stakeholders over time.

Adapted from the source: www.stakeholderforum.org

5.1 Social media and journalists

Journalists use social media as a resource. Social media content may be a story source for a journalist and they utilise online tools (such as hootsuite.com and tweetdeck.com) to monitor key words and pick up on storylines that might be of interest to their media houses and ultimately their audiences.

5.2 Social media platforms suitable for your BMO

Make sure you are engaging in social media platforms that are most relevant to your stakeholders. Facebook allows you to set up a page for your BMO with the idea of posting photos and regular updates about your organisation and the work it is doing. Your Facebook followers can show their support by clicking on a 'like' button and sharing the information with their own contacts. Twitter specialises in referring people or organisations to a particular place and giving brief pieces of information to keep people up to date. Topics can be 'labelled'

with 'hash tags' (using the symbol '#' in front of a word) to allow similar tweets to be grouped together. All tweets are now up to 280 characters. If you want to add a photo, a video, a poll, or a gif, you can do so in the lower bar of the "Compose new Tweet" box. Sharing a link on your Tweet will decrease your character count by 23 characters. Hash tags are best used for adding to a larger conversation

5.3 Social media content

Other content you could offer up on social platforms include:

- Taking polls and gathering opinions
- Commenting on other posts in your sector to stimulate conversation
- Replying swiftly to visitors' comments
- Sharing resources from other relevant organisations

Once visitors are invested in your organisation because of your interesting and varied content, you're more likely to keep them engaged.

5.4 Social media schedule

Strive to have a regular and varied social media schedule. That way you are constantly engaging, and most importantly retaining your audiences. The following information has been adapted from "*Common mistakes NGOs make when using social media*":

The easiest way to make sure you're not talking too much or listening to your audience enough is to create a content schedule. There will be times when a time-sensitive post takes precedence over a scheduled post, but setting up a schedule makes sure that you're both posting regularly and also that you're posting a balanced variety of content. The content schedule might look something like:

- Monday – Question/Poll
- Tuesday – Share external resource
- Wednesday – Promote latest organisation news
- Thursday – Comment on another organisation's post
- Friday – Share external resource
- Weekend – Live updates for weekend event"

Adapted from: www.newmediacampaigns.com

6. Monitoring the results of your media campaign

Everyone can learn from experience and measuring the results of your media campaign, finding out what did and didn't work is a very useful time and cost saving exercise for the next media campaign you might embark upon.

Examples of media monitoring, which indicate impact might include, "400 people visited our BMO Facebook page in a one-week period and 100 people signed the petition telling government to drop the VAT charges on tourism in Kenya to better compete in the region"; "There was a 100% increase in monthly coverage

about elephant poaching in selected major newspapers. After our BMO lodged our petition, the government agreed to open an official inquiry to look at how China influences poaching in the East Africa.”

If you publish a blog or vlog, you can use sites including Technorati and Google Analytics to find out which posts people are reading, from where they come and how long they stay on your site. You can also see how many readers follow you on Twitter, how many comments you receive, how many other Tweets link to yours and how often it turns up in search engine results. Ideally, a Tweet should lead to connections and stronger networking. Use bit.ly or another URL shortening tool to track the number of people who click on your links. You can easily set up your own as BAF has done: baf.fyi. Have others featured you in their Follow Friday tweets? Among the many other tools you can use to assess your performance on Twitter are Twitter Grader, TweetLevel, TweetStats, TwitGraph and TweetMeme.

Facebook provides some demographic information to page owners about their fans, as well as data such as number of “likes,” “wall posts,” “comments” and “visits.” You ought to observe and respond to what people write on your page, to manage and monitor your BMO’s reputation and credibility.

7. Media campaign matrix

When developing a media campaign, take into account the steps presented in this handbook. Your BMO may wish to place all of this information onto one matrix for ease of reference. This also helps with monitoring as you can have a row which defines expected results of your media output. The appendix that follows shows an example of communications matrix.

Further reading



- The Chartered Institute of Public Relations recommends Bland, M, Theaker, A. & Wragg, D (2005) *Effective media relations: how to get results*, Kogan Page & CIPR (also available as an eBook).
- Johnston, J (2013) *Media relations: issues and strategies*, Sydney: Allen & Unwin (also available for Kindle)
- Using Social Media: research communications and the development dialogue, Overseas Development Institute (available online at <https://www.odi.org/search/site/media>)

Appendix 1: Your campaign communications matrix

An activity-based communications matrix can help organisations focus in on a set communications and public relations campaign and plan ahead to ensure success. Here is an example of a basic plan for you to adapt as a template.

Goal: AFPIS communications and public relations campaign to appeal to the government to amend the Fire Safety Act with immediate effect.

Objectives: Raise awareness amongst stakeholders that a lack of fire and safety legislation puts lives at risk, to draft the fire and rescue services bill

Campaign slogan: Protecting every Kenyan through better fire and safety measures

Duration of campaign: October- December

Activity	Persons involved	Communication tools	Date	Channels	Target audiences	Key messages	Expected results and evaluation of activity (objectives)	Means of verification
Explain position on morning TV talk show. This comes at a time when Kenya has experienced a lot of fires across cities.	CEO Communications officer	Send press release to TV and other media and pick out key points in the position paper. Ask channel to show video clips of preventable fires across Kenya when talking Prepare data of how many fires and how many fatalities this year alone.	Nov	Kenyan Broadcasters: AFPIS social media	Tanzanian public, Stakeholders.	Issue: Not enough fire safety provisions in place in urban areas across Kenya. Government to amend law and bring in more fire safety measures to protect citizens. Too many unnecessary fires leading to fatalities. Reallocate funds to deal with this problem, which will only get worse.	Increase the profile of AFPIS with target audiences. Increase Awareness of Fire safety issues and address how government needs to amend the law. Monitor media coverage and written report Write report and present to the Senate. Social media analysis.	Broadcast verification and online Links)
Senate meeting	All staff	Position paper and media report	Dec	Meeting AFPIS social media	AFPIS, members and senate	Issue: Not enough fire safety provisions in place in urban areas across Kenya. Government to amend law and bring in more fire safety measures to protect	Build a relationship with the senate so they take AFPIS seriously and as an expert opinion.	# and amount of donations. # Articles. #view on social media and indiegogo

Activity	Persons involved	Communication tools	Date	Channels	Target audiences	Key messages	Expected results and evaluation of activity (objectives)	Means of verification
						<p>citizens.</p> <p>Too many unnecessary fires leading to fatalities.</p> <p>Reallocate funds to deal with this problem, which will only get worse.</p> <p>Public opinion supports us, look at our social media comments and support</p>		videos/posts
Press conference	Communications officer and all staff	<p>Press release</p> <p>Develop case studies about survivors of fires.</p> <p>Photos, videos,</p>	Dec	<p>Invite media</p> <p>Facebook</p> <p>Twitter</p> <p>Instagram</p>	<p>Stakeholders including government</p> <p>Individual Donors</p> <p>General Public</p>	<p>Issue: Not enough fire safety provisions in place in urban areas across Kenya.</p> <p>Government to amend law and bring in more fire safety measures to protect citizens.</p> <p>Too many unnecessary fires leading to fatalities.</p> <p>Reallocate funds to deal with this problem, which will only get worse.</p> <p>Public opinion supports us, look at our social media comments and support</p> <p>We have addressed the senate and they have promised to take action.</p>	<p>Further build a relationship with the media so they take AFPIS seriously and as an expert opinion.</p> <p>Media monitor output and social media analysis.</p>	<p>Facebook Analytics</p> <p>Hootsuite Analytics</p> <p>Increase in followers across social media platforms</p>



This series of advocacy competence handbooks – divided into modules and units – is intended to support business member organisations (BMOs) to engage in public private dialogue and to advocate improvements to the business environment. You are free to use the units and other materials provided that the source is acknowledged.

Foundation Unit

0. Introduction to advocacy & dialogue

Module 1: The policy process

1.1 Understanding policy and regulation

1.2 Policy analysis

1.3 The process of formulating and reforming policy

Module 2: Policy positions

2.1 Identifying, understanding & framing issues

2.2 Preparing policy positions

2.3 Influence & argumentation

Module 3: Communications

3.1 Communications & public relations

3.2 Media relations & use of social media

3.3 Interview skills

Module 4: Written communications

4.1 Branding & house styles

4.2 Writing press releases

4.3 Preparing written documents

Module 5: Managing advocacy projects

5.1 Planning an advocacy project

5.2 Budgeting & financial management

5.3 Evaluation of advocacy

Module 6: Managing a BMO

6.1 Leadership, strategy & business planning

6.2 Governance and ethics

6.3 Members and member services

Module 7: Research

7. Research methods



The Business Advocacy Network is an initiative of Irwin Grayson Associates and can be found at businessadvocacy.net. IGA can be found at irwingrayson.com and contacted at david@irwin.org. You can follow David Irwin on twitter at [@drdaavidirwin](https://twitter.com/drdaavidirwin).
