2011

Social Media for Non-profits and Social Enterprises Handbook

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Section 1

Introduction: Social Media for Non-profits and Social Enterprises

In Kolkata, India, a woman named Khushi stitches together beautiful blankets and bags from worn-out saris. Women have converted saris into blankets in South Asia for centuries, but Khushi is not making this blanket for her family. She is stitching it for Mary, a woman in California who has placed a large order over the internet to supply a local school's boutique where the product has gained popularity ("Sari Blankets," 2007). Khushi is one of the women employed by Sari Bari, an organization that provides education, job training, employment, and a community for women formerly involved in prostitution in the red light district of Kolkata. From its inception in 2006, Sari Bari has utilized social media to connect patrons, donors, and customers with the work begun in Kolkata.

Although businesses have utilized social networking sites and online mediums for many years, non-profits and smaller social enterprises are just beginning to realize the value of these forums. Social media is a relatively easy and inexpensive way to increase awareness of a cause, share success stories, report latest events, increase donations, and direct potential customers towards products. As individuals who desire social change, social entrepreneurs and non-profit personnel must value social media as a communication medium in order to both listen and be heard in the changing world. Avoiding social media in hopes that it will fade as a nonessential fad merely disengages cause-centered entities from one of the most powerful communication forms currently available. While we who desire to be social change makers neglect to utilize this medium for good, those driven by greed, lust, and selfish interests have already established an influential social media presence which has attracted and destroyed many lives. Even though our presence on social media will not necessarily prevent misuse of the communication form, our absence as change makers will result in missed opportunities for us.

Defining Social Media

Social Media includes online blogs, wikis, videos, and photo sharing sites. According to Scott (2010), "Social media is the superset and is how we refer to the various media that people use to communicate online in a social way" (p.38). Social networking, on the other hand, is a subset of social media. Scott defined social networks as "how people interact on sites like Facebook, Twitter, LinkedIn, My Space, and other similar sites. Social networking occurs when people create a personal profile and interact to become part of a community of friends and like-minded people to share information" (p.38). Users of these forums increase daily and comprise a source of potential supporters and friends for the causes non-profits and social enterprises seek to address. In November 2010, according to Campbell, Facebook, Twitter, and LinkedIn had attracted the following number of users (p.76):

- Facebook: more than 500 million active users globally
- Twitter: 100 million user accounts
- LinkedIn : more than 75 million members worldwide

A powerful aspect of social media is direct communication with these users as clients, customers, donors, and partners. According to Tsai (2009), "Social networking allows companies to provide an access point to engage in a meaningful discussion instead of a corporate pitch" (p.37). Similarly, non-profits and social enterprises can utilize social media for meaningful exchanges rather than simply promoting the cause in a more traditional, one-sided approach.

Social Media for Non-profits

Non-profits can benefit from social media by increasing interaction with donors and volunteers, generating greater awareness about their services, increasing knowledge of the conditions surrounding causes they address, and raising donations. In a public speech, Secretary of State Clinton (2011) noted, "The internet has become *the* public space of the 21st century. The world's town square, classroom, marketplace, coffeehouse, and nightclub" ("How the Internet"). Non-profits' social media presence can serve as an online community center by connecting people passionate about similar causes and providing opportunities for them to contribute towards those causes. According to Martin (2010), "Social media can help nonprofits in three key ways: 1) tell a story; 2) raise awareness and donations; and 3) interact with donors, volunteers, and the larger community" (p.140). Although non-profits do not need to increase sales, they can use social media as a powerful communications medium for donors, staff, and volunteers.

Social Media for Social Enterprises

A relatively new field, social enterprise fuses elements from both the non-profit and business sectors in order to bring about social good. Social business is a strain of social enterprise and emerging form of business that fuses ideals of social work with business-type models to form fully-operating, successful enterprises. Social entrepreneurs who create businesses believe that the best way to serve society is by creating jobs that give people dignity to earn their own wealth. As Sarah Lance, co-founder and director of Sari Bari, explained, "I'm not in business because I care about business but because I care about the women. But if I'm going to do business, I'm going to do it right and with integrity" (S. Lance, personal communication, August 5, 2010). Although social businesses sometimes must raise start-up revenues from donors, grants, and other sources, they ultimately should become self-supporting and enable people to lead a better life. Social businesses such as TOMS shoes enable purchasers to become benefactors (TOMS Shoes, 2011). Founders of another social business, Grameen Danone Foods, began the enterprise to decrease malnutrition by pricing enriched yogurt so that poor people can afford it (Grameen Creative Lab, 2011). Additionally, Grameen Danone Foods provides employment to micro farmers and local distributers and ensures that environmentally-friendly packaging and production processes are used. Increasingly, ministries such as Sari Bari have begun social enterprise initiatives as a means to holistically help and empower people.

Part of incorporating good business practices includes utilizing social media well. Even smaller social enterprises which may seem to be local entities, such as Seattle's Street Bean coffee shop which trains and employs street youth, should utilize social media. Martin (2010) suggested that even seemingly local business owners and service providers could find ways to market to a larger audience. For example, a restaurant could sell sauces, mugs with logos, and coffee beans via the internet. Lawyer or fitness professional could sell books and videos related to their practice. A benefit of expanding sales to a larger market is that your enterprise will be less dependent on a local economy for support. Martin contended:

> Reaching a broader audience also helps to 'recession-proof' your business, because even difficult economic times rarely hit all areas equally. By working with a national or global audience, you stand a better chance of bringing in a steady flow of new business even if your local area is experiencing a slow period. (p.153)

Furthermore, by training the people you desire to serve in social media skills, you will equip them to function in greater capacities in the ever-changing world.

Creating a Viral Message

One of the reasons that social media is so powerful and influential is due to its "viral" nature. When a message spreads quickly across social media, it is called "viral". In *The Starfish and the Spider*, authors Brafman and Beckstrom (2006) described the power of decentralized control, contrasting the metaphor of top-heavy, spider-like commands with versatile and easily replaceable starfish-like entities. In the natural world, someone who wants to destroy a spider should go after the head because that is where its brain and center of control is. Destroying a starfish's center, however, will only cause the specimen to replicate more. In a similar fashion, fighting an opponent or competitor's center of control in a centralized system will frustrate if not annihilate it, but trying to shut down a decentralized system will cause it to spread more. Social media shares the starfish-like characteristic of a leaderless medium in which messages appear and spread rapidly through the internet. A viral aspect of message sharing is that you no longer control your message or brand. People repost or retweet your message with their own introduction thereby sharing ownership of the message. Comm (2009) described social media as “content that has been created by its audience” (p.2). When used intentionally in conjunction with business, the phenomena is known as viral marketing

Field Research in Kolkata, India

Although Sari Bari had an established online presence, the director recognized that they could improve their social media and in August 2010 allowed me to spend three weeks in Kolkota as an intern observing their operations and interviewing many of the Sari Bari workers. Through this experience, I was better able to understand the context and resources available to Sari Bari staff and volunteers and make suggestions for their social media.

From September 2010 through March 2011, I extensively researched expert advice on creating, managing, and maximizing social media for business purposes. I also analyzed how both businesses and nonprofits were utilizing social media and what seemed to generate the best results. In January 2011, I began working as a social media marketing specialist for Lusso Bags, an online company which orders some of their products directly from Freeset, another social enterprise in Kolkata which enables women to leave the sex trade. Through this experience, I have implemented ideas and knowledge from my research and gained practical experience in using social media for a business with a cause.

Section 2

Developing a Social Media Marketing Plan

Just as successful businesses have relied on solid strategies to guide their marketing efforts and campaigns, they have also realized the importance of developing a marketing strategy specific to social media. Non-profits and social enterprises would benefit from doing the same. According to Scott (2010), the first two questions about your program, web site, or blog should be the following (p.33):

1. What is the goal?
2. What problems do you solve for your buyers?

Non-profit workers and social entrepreneurs may find it odd to start with the audience's problems when trying to produce social good. However, Scott explained the purpose of these questions by stating, "You have to stop thinking like an advertiser and start thinking like a publisher of information…create an online presence that people are eager to consume" (p.42). Donors and customers must come first. For social entrepreneurs, sometimes the demands and stress of operating a social enterprise can cause customers' desires to be overlooked; however, the result of not being customer-centric can devastate an enterprise. According to Royal (2010), "If your profits are declining, you lack understanding of the latest trends in your industry, or you're more focused on the day-to-day operation of the business than catering to your customer's needs" (p.77). Similarly, non-profit workers can be overwhelmed with campaigns and operations that they neglect donors' needs and desires such as failing to communicate where their gifts have ended.

Strategy #1: Know Audience

Oftentimes, non-profit workers and social entrepreneurs do not take the time to analyze who their audience is, that is, who will be reading and then donating, buying, or contributing to their cause as the result of social media. Martin (2010) claimed, “Many marketing efforts fail because they are focused on what the business wants to sell instead of what the target audience needs to solve an urgent problem” (p.15). I have noticed that many non-profits and businesses use social media more to announce their purpose and news than to solve their readers’ problems. Start-up social enterprises, conversely, tend to neglect their sites. The result is minimal interaction and feedback, which is one of the most valuable aspects of social media.

Identify audience. Identifying your target audience and then engaging with them is more important than having a very large audience. Donaldson (2010) advised those starting social media sites against trying to acquire a multitude of followers, but rather to seek followers among the targeted market. Abernethy (2010) recommended asking the following questions in order to know who that targeted market will be (pp.19-20):

- Who is my ideal customer/client?
- What would they need to hear to make me a trusted expert in their mind?
- What are they looking for when seeking someone like me to work with or buy a product from?
- Why do they need what I have to offer?

- When searching for similar products and services to mine, what keywords would they typically use when searching online?
- Where would they participate online?
- What keywords would attract them to my business?

Recognize unintended audiences. Even after anticipating your intended audience, with social media you will encounter untargeted audiences as well, ranging from surprisingly supportive to ambivalent to outright hostile. Driscol (2011) advised not to approach social media with good intentions alone, but to consider both primary and secondary audiences ("The Gospel"). Driscol cautioned ministries from having a blog or Facebook page with open comments which could provide a forum for adversaries to post criticism. Non-profits and social enterprises will encounter hostile feedback occasionally as well and should consider carefully the purpose and content of their social media sites. Most will want to allow opposing views, as businesses usually do, in order to maintain an atmosphere of openness and trust. When misinformation appears, the social media staff or volunteer can reply with a comment to correct this perception or offer sympathy and a refund to a dissatisfied customer or donor. If someone regularly posts obnoxious content, that person can be blocked from commenting and their posts deleted. If you decide that the majority of your content should be viewed only by a select audience, then you will want to prevent that information from being disclosed on a public blog. However, since the purpose of social media generally is to create more awareness and increase supporters or customers, you will likely want a public forum to do so.

Strategy #2: Know Purpose

In an interview, independent marketing consultant David Dalka commented, “You can’t create relevancy later. You have to have [it] from the beginning” (Tsai, 2009, p.36). The entrepreneur must, according to Tsai, “decide how social media fits into your entire digital strategy—that is, how it will affect brand-building, product development, marketing communication, and advertising” (p.36). Tsai recommended that enterprises have a specific purpose in starting and developing each social media site. Mills Communications Group developed a PDF marketing tool which enables entrepreneurs to assess various aspects of their enterprises. This form can be downloaded for free (123marketting tree; can retrieve from http://claxonmarketing.com/wp-content/uploads/2010/11/Claxon-Marketing-Tree-.pdf).

Strategy #3: Connect Audience with Purpose

Once both the target audience and purposes of each social media site have been identified, they need to be assessed to see whether or not the audience being reached matches the goals of the non-profit or enterprise. For example, Sari Bari may have a goal to increase endorsements from a dozen related cause organizations or social businesses in 2011. However, an assessment of current social media activity might demonstrate that most Twitter followers and Facebook fans are individuals and in order to gain recognition from other cause organizations, they will need to reach out to them through different social media strategies than those they are currently employing.[1] Martin (2010) described how to connect audience with purpose by asking the following questions (p.26):

- Are there any goals/audiences without even one marketing effort?
- Are all the marketing efforts bunched up around one goal?
- Does most of your marketing effort support your top prioritized goal?
- Is most of your effort being put into goals you've ranked as second or third in importance?
- Do you have target audiences who aren't the focus of any marketing?
- Is one target audience getting all the marketing messages?
- Are second- or third-goal audiences getting more marketing messages than your top-goal audience?

Implementing Social Media Marketing Strategy

Whether posting a Facebook status update, tweeting about your website's new look, or writing a weekly blog post, to be effective you must keep your audience in mind. Scott contended that someone who provides social media content must think like a publisher and ask similar questions such as the following (p.32):

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[1] Note this is only a theoretical purpose. To my knowledge, Sari Bari's purpose in creating social media sites is in fact to reach individuals.

- Who are my readers?
- How do I reach them?
- What are their motivations?
- What are the problems I can help them solve?
- How can I entertain them and inform them at the same time?
- What content will compel them to purchase what I have to offer?

You might write several of these questions on a sticky note and attach the sheet to your laptop or desk where you can review it regularly until implementing them becomes an innate process.

In conjunction with creating your social media marketing plan, you should consider costs involved. Even if you plan to initially do most social media work yourself, you should estimate what your hourly worth is and translate that into the time you will allot towards social media. Martin (2010) provided the following graph to help entrepreneurs develop a budget (p.56):

Business Goal	Target Audience	Current Marketing	Budget	Social Media
Goal #1	Audience #1	Action 1, 2, 3	$$$	
Goal #2	Audience #2	Action 4, 5, 6	$$$	

Aligning Website with Marketing Goals

In addition to aligning your social media activity and content with your target audience, you should also ensure that your website supports your target audience and goals. Martin

(2010) instructed, “Rethink your Website with your top business goal, top audience, and new social media in mind. Where are the opportunities to reinforce your message?” (p.163). Your non-profit or enterprise’s slogan or tagline should match your goals for reaching the target audience. Martin asked, “Does it reinforce the impression of your company that you want to give to your best prospects?”(p.147). Martin labeled this key aspect the “transformational value” for customers and defined it as “what you offer to solve the pain/problem/fear. It offers to transform your customers by helping them achieve *their* top business goal or overcome their biggest obstacle” (p.147). TOMS shoes does this with the tagline “One for One” which reflects the fact that for every set of shoes purchased, TOMS donates one pair of shoes to a needy child. Sari Bari’s tagline “New life in the making” seems to fit well with the advocacy-based approach for marketing as customers want to know that their purchases are helping make a positive difference for the women.

The website is also where you should tell the story of how your non-profit or social enterprise originated, the story that is unique to you. According to Martin (2010), “No one else has followed the same journey or is moved by exactly the same passion as you. That journey and passion will resonate with the readers you are meant to best serve” (p.148). For example, Sari Bari’s website has two pages devoted to sharing mini synopsis of the women’s stories about how they came to work for the enterprise. The story of how Sari Bari originated has been condensed in order to deemphasize outsider input and highlight the stories of the women (http://www.saribari.com/). Lusso Bag’s story described how the founder became aware of and then passionate about human trafficking and decided to launch a business selling her creation that provided work and support to former victims of the sex trade (http://travelingshoebags.com/about/our-story). TOMS shoes explained how the founder encountered a group of barefoot children in Argentina motivated him to begin the business with the “one for one” motto of giving a child in need a set of shoes for every pair purchased by a customer (http://www.toms.com/our-movement). Be sure to incorporate your story on your website and social media in a compelling fashion that will resonate with your target audience.

Section 3

Blogs

After your website, a blog may be the most essential component to your social media marketing plan. According to Abernethy (2010), "your blog is not only an integral part of your social media marketing strategy, but it is, perhaps, the most influential part" (p.239). A blog can be found easily by search engines and is a way to gain online recognition in addition to a website. Prior to deciding to give to, buy from, work with, or endorse your non-profit or enterprise to others, people will Google you. Abernethy maintained, "One of the best ways to build credibility for your business is to begin writing so your customers and prospects can begin reading about you" (2010, p.295). Finding valuable content on your blog will encourage people to investigate your non-profit or social enterprise further.

Setting up Your Non-profit or Social Enterprise's Blog

One of the most popular blog sites for businesses, organizations, and personal use is WordPress. WordPress.com is free, but only allows users to select from pre-made themes so customizing is not an option. WordPress.org costs to use but allows users to customize. Abernethy suggested experimenting with the free version on WordPress.com by creating blog about a favorite hobby before deciding which one to use for business (www.support.wordpress.com/com-vs-org). A list of other blog site options can be found in Appendix 1.

Although you should already have a fairly thorough idea of who your blog readers will be based on your marketing plan, reflecting on additional demographic components will enable you to create posts that resonate well with your intended audience. Abernethy (2010) recommended asking yourself the following questions prior to beginning a blog (p.241):

- Are your readers male, female, or both?
- What age are they?
- What's their income level?
- Are they stay-at-home moms, writers, or entrepreneurs?
- What do readers need to know?
- Why would people want to read my blog?
- What will keep them coming back each week?
- Where can I find these people on the web?
- What should I name the blog?
- Are you willing to commit to regularly updating your blog?

The Lusso Bag Company strives to add new blog posts at least twice weekly. I have noticed that professional bloggers such as Cupcakes and Cashmere post new entries daily. Some businesses and large non-profits post multiple times daily. TOMS shoes is a social enterprise that exemplifies this practice. According to Abernethy (2010), you should update your blog a minimum of once weekly, although two or three updates per week is ideal. An old blog on the web that has not been updated in several months looks horrible and will detour people from returning to it in the future. Initially, you should post 3-5 times before promoting your blog elsewhere.

In order to generate more readers, pack your blog post with key words or phrases that will come up easily in a search engine. According to Campbell (2010), your blog “should contain SEO or search engine optimized, keywords and phrases” so that they will come up on Google, Yahoo, Bing, and other searches (p.76). Filling your posts with key words will enable people to find your blog easily and if they like the content or get their questions answered, they will want to return and explore your non-profit or enterprise further.

Martin (2010) suggested collaborating with others to write and maintain a blog: “Blogs are a logical place to partner with other professionals who reach the same audience but with non-competing products or services” (p. 197). Each contributor could write one post weekly or bi-weekly depending on how often you want to add a new post. Martin added, “The site remains fresh, readers get a variety of perspectives, and you only have to blog once a week instead of multiple times” (p.197).

Blog Content

Scott (2010) suggested including at least two vital links on every page; first, include a link to something free such as an advice article that niche audiences will find helpful or interesting, and second, include a link to your products (p.31). Non-profits, in place of a sale's link should provide a donation button or link. Some organizations and enterprises such as TOMS shoes incorporate their blog as a tab of the primary website, making it easy for users to switch between scanning products and reading interesting articles related to the company. Scott explained, "What works is a focus on your buyers and their problems. What fails is an egocentric display of your products and services" (p.32). Just as knowing one's audience is essential in developing a marketing plan for each social media forum, so too customers should be central when posting links to free advice or interesting blogs.

Some organizations and enterprises maintain multiple blogs to serve different audiences and purposes. According to Martin (2010), multiple blogs are both acceptable and often necessary. Martin recommended having a newsfeed blog or newsfeed page on your website in order to keep it updated. The newsfeed blog would "highlight your announcements, new clients, awards, appearances, and other newsworthy activities" (p.161). Other blogs would serve the purpose of providing your audience with interesting and helpful articles and information.

The following are a number of blog writing tips gathered from personal experience and Abernethy's recommendations (2010, p.242):

- Post one or more sharp, interesting photos related to the topic above the paragraph.
- Use lists to help people who skim read.

- Vary the blog styles by interspersing lists, videos, and guest contributions with paragraph writing.
- Use good, catchy headlines to attract readers' attention, especially when posting a header as a link from another site such as Facebook, Twitter, or LinkedIn.
- Categorize entries based on themes; this will help first-time readers access older content and get to know and appreciate your organization or enterprise easily.
- Incorporate story-telling into your blog pieces to create a more personalized feel.
- Hyperlink key words and organization or enterprise's names to enable readers to view discussed products, organizations, places, or causes and enable you to collaborate with the linked entity by demonstrating interest in them.
- Spell-check and proof-read entries, or even have someone else proof-read.
- Keep posts short and interesting, usually between 300 and 500 words.

When planning your blog's topics, be conscious of holidays and awareness dates in order to gain greater interest in your topic. For example, a number of non-profits posted special announcements and offers on March 8 in honor of International Women's Day such as 10,000 Villages' "Buy one get one 50% off" of their "Made by Women" category. Plan in advance to coordinate a series of blog posts' theme with a major holiday or campaign. Martin (2010) recommended, "Tie your content into topics that already have the public interest, such as headlines, holidays, and awareness months. Be sure to include your own calendar of upcoming special events, fundraising campaigns, and community service days" (p.145). Then extend your coverage of the topic to Facebook, Twitter, and other social media sites as well.

Promoting Your Blog

Once you have posted several initial entries, you can begin promoting your blog through other social media forums. An RSS can feed your blog into Facebook's Notes or Wall. Abernethy (2010) suggested a number of ways to promote your blog, including the following (pp.248-252):

- Include a blog link in the summary of LinkedIn, information page of Facebook, and bio line or background template on Twitter.
- Include your blog link's web address on business cards, e-mail signature, and website.
- Feed blog entries into Facebook.
- Find blog directories or catalogues and add yours to the list. Some examples include BlogCatalog (blogcatalog.com), Technorati (technorati.com), BlogExplosion (blogexplosion.com), Blogged (blogged.com).
- Find industry-specific blog directory to list your blog.
- Tell about your blog in newsletters and include a web link.
- Request guest bloggers to promote your blog in their networks.
- Comment on other blogs.

- Respond to comments on your blog.

- Encourage readers to subscribe to have the blog fed to them instantly. Some sites are designed with this feature; otherwise you can install a widget on blog for readers to subscribe through feedburner.com or feedblitz.com.

- Register for AddThis (addthis.com) in order to include a link at the bottom of your blog that will allow people to share your blog on their Facebook, Twitter, LinkedIn, or other social media site.

After creating a content-rich blog that appeals to your target audience, you must maintain it through regular updates and comment interaction. By answering your target audience's questions and concerns, your organization or enterprise will consequently attract greater interests and increase awareness of your cause.

Section 4

Facebook

Originally the domain of college students and young professionals, Facebook has gained popularity across all age groups, nationalities, ethnicities, and economic classes. Westfall (2011) reported that 70% of Facebook users live outside the US. Social media implementers of non-profits and social enterprises could easily become overwhelmed by the mass audience they could potentially reach. However, planning and adhering to your purpose and strategy will help optimize your Facebook efforts. Martin (2010) recommended before opening an account to find several cause organizations or enterprises similar to yours and analyze how they are using Facebook. Then note what you like and do not like about their pages. As Donaldson(2010) advised, you should listen before you speak and become well acquainted with the users of a forum before employing it for marketing purposes. As a result, you will be able to create a group on Facebook that, as Abernethy (2010) described, brings together clients and prospects. In Section 8, I discuss ways to connect with your targeted audience via other groups' social media sites. From this process you will better understand what interests them the most.

Creating a Non-profit or Social Enterprise Facebook Page

To create an organization or enterprise page *after* you have logged into your personal Facebook account, go to http://www.facebook.com/pages/create.php. Decide if the mission of the social enterprise fits best under "Local Business or Place", "Brand or Product", "Company, Organization, or Institution", or "Cause or Topic". A non-profit will likely fit in one of the latter two categories. Facebook allows different features for each type of page depending on which is selected. The "Local Business or Place" has a drop-down list of categories to select from and is the only page option that includes a space for an address and phone number. An example of a social enterprise which would want to select this option would be a café such as Street Bean. The "Company, Organization, or Institution" and "Brand or Product" options also have distinct drop-down lists of categories. The "Cause or Topic" option contains a blank space to complete with the name of your cause.

Begin the Facebook page set-up by completing the information section. Include links to your non-profit or social enterprise's website, blog address, and Twitter. Halligan and Shah (2010) recommended focusing your bio on the people with whom you want to connect because they will scan this section in order to know what you offer and what your expertise is.

Next, you will need to upload a profile image. Abernethy (2010) recommended using a picture rather than a logo for the profile, which is also called a "social media avatar", because people like to see a face and associate it with your organization or enterprise. A combined logo with a photo can create a powerful impact on viewers as they will associate your brand with the image. Some non-profits, such as Jolkona and World Vision, periodically switch the profile image to reflect a current season, holiday, or campaign. Halligan and Shah (2010) suggested using the same profile image for all social media accounts in order to create a sense of continuity.

Abernethy (2010) advised sending only 10 Facebook friend invites per day to avoid getting blocked as spam. Similarly, suggesting your non-profit or social enterprise's page to friends should be done gradually to a few people at a time and after you have been Facebook friends for awhile, otherwise you could come across as spam. I prefer to include a short, personalized note when suggesting a Facebook page, and tend to send them to groups of people in the same social circle at once so I can tailor my message to them. Although this approach to gaining fans may seem time-consuming, the exponential growth due to Facebook's viral nature can expand quickly. As of March 31, 2011, I have 70 friends who are Sari Bari Facebook group members. Halligan and Shah (2010) noted the following:

> What makes Facebook's reach particularly powerful is its *viral* aspect. When individual users join your community on Facebook, their friends see an update in their Facebook home page. This leads to more users joining your community, causing more people to be exposed to your business, and so on. By leveraging this social aspect of Facebook, businesses have a chance to reach a large group of people. (p.89)

Maintaining Your Facebook Page

Customers and supporters are interested in knowing that a real person or people operate your enterprise or non-profit. Abernethy (2010) emphasized updating Facebook's status at least daily and recommended generally posting about topics which are 20% personal and 80% professional or business-related. The interspersed personal updates will cultivate a more humanized feel to your page and organization or enterprise. For example, on March 29, 2011, Cupcakes and Cashmere posted, “Great mornings begin with long conversations with my best friend and french toast.” In 6 hours, 92 people had “liked” and 2 had commented on this update. Posting daily keeps you on group members’ minds and helps them like and trust you since humans tend to like and trust that to which they are familiar. The following are a number of ideas for Facebook updates gathered from personal experience and Abernethy’s recommendations (p. 59):

- Whenever possible, include a vibrant photo with your status update, whether you are asking a question, sharing a tip, or announcing a special or giving campaign.
- Ask questions your target audience would be interested in answering and discussing. For example, the Seattle library asked on March 23, 2011, “If you could suggest one book to someone who thinks nonfiction is boring, what would it be?” The question generated 140 comments and 15 “Likes”.
- Do not merely post self-interested questions. An example of this would be a non-profit which asked, “When giving to a campaign what motivates you, knowing how much money is raised for a cause or the actual impact those dollars make?”
- Post quotes, especially from relevant experts in the field.
- Share links to articles, blog posts, or videos related to your non-profit or social enterprise’s cause. Delete the web link after waiting for a picture to show up before clicking “share”. Introduce the link with your own comments.

- Share links to articles, blogs, or videos that contain advice or information interesting to your target audience.
- Definitely share a link to your non-profit or enterprise's latest blog posts or other relevant self-written articles. Announce your blog entry in a fun manner. For example, Seattle library introduced their latest blog post for young people as, "Cupcakes. E. Lockhart. The Boyfriend List. Treasure Map clues. If those words mean anything to you -- or to find out what they mean -- read this blog post now!"
- Announce specials. For example, Street Bean Espresso made this offer on March 8, 2011, "Mardi Gras! If you were a mask in here today, we'll give you a free coffee."
- Share tips and expertise.
- Provide news updates about your organization or enterprise.
- Share testimonials.
- Report upcoming changes.
- Network by congratulating friends, clients, and prospects for success in their lives or business.
- Feature a customer, donor, volunteer, or intern of the month.
- Post a time-limited contest or give-away. For example, on March 31, 2011, WorldVision offered a VeggieTales prize pack. To enter, people simply comment on how WV and VT

helps teach their children and then “Share” the post with their Facebook friends. This offer generated 251 “Likes” and 311 comments.

- Show where a product has been worn or used and encourage fans to upload their own. For example, on March 27, 2011, TOMS shoes posted a photo on their Facebook wall with the caption, “NC State students visited Pumakkale, Turkey in their TOMS! Where will you take your TOMS?” The photo generated 239 “Likes” and 64 comments (though, granted, TOMS has a large fan base of over 872,000).

My analysis of many non-profit and business Facebook pages with less than 100,000 fans is that their updates generate little interaction or feedback due to posting content which does not interest many people. Even entities with thousands of fans experience very few comments or interaction with their posts. As of May 5, 2011, World Relief, for example, has 8,798 people who “Like” their Facebook page. However, status updates resemble a newsfeed report covering what World Relief is doing more than a means to engage with people. The response is usually 1 to 26 “likes” per update with 3 or 4 comments. UN Women is similar in that as of May 5, 2011, 15,488 people “Like” the page, but status updates mirror a newsfeed and generate only a handful of comments. Perhaps, however, the purpose of the UN Women page is primarily to inform rather than entertain or engage with people.

In contrast with the content and interaction on non-profits’ pages with less than 100,000 fans, Cupcakes and Cashmere has fans leaving a comment, question, or praise every hour and status updates generate dozens of comments and hundreds of “likes”. For example, on March 29, 2011, I noticed that the “Outfit Outtakes” from the previous day generated 60 comments and 389 “likes” plus multiple separate comments and likes on each individual picture. The site features one woman’s advice on fashion, food, and interior design and as of March 31, 2011, has attracted 19,756 fans, an increase from 19,525 when I checked two days ago. Non-profits and social enterprises desiring to increase interaction with their audiences could learn by observing sites such as these which successfully engage their fans.

As a Facebook page administrator, you can track and analyze the demographics of your audience as well as their engagement with status updates. Click on “View Insights” which is listed under “Admins” on your Facebook organization or enterprise’s page. Underneath “Page Insights” you can click on “Page Overview” to see line graphs depicting interactions, “Users” to learn about fans’ basic demographics, and “Interactions” to see what specific posts from the last month have attracted the greatest interest.

With the new 2011 Facebook look, you can now list links underneath your profile image. The standard list for a local business includes Info, Photos, Discussions, Reviews, Notes, and Events. Jolkona added links to e-mail sign up and blog. Other link options to add beneath a Facebook page profiles include Polls, Notes, Discussions, Reviews, Video, Find Out, Shop, Friend Activity, and Deals. Many organizations and social enterprises, such as Ten Thousand Villages, use the Facebook “Notes” feature to compose shortened blog posts. Some organizations and enterprises have replaced the notes feature with an RSS feed of their blog.

The new Facebook look also allows enterprises to comment on other pages and tag organizations or businesses in status updates. In order to tag a person, you must write your status update on your business or cause page while signed in as yourself, a person. Currently only people can tag other people on Facebook status updates by typing the character "@" before a user's name. If you want to tag another business or cause organization on your page's status update, switch to using Facebook as your organization or enterprise by clicking on the link underneath Admins that reads "Use Facebook as Sari Bari" or "Use Facebook as _______________ (name of your organization or enterprise)". After switching to this mode, you can comment on other business and cause pages as your organization or enterprise. Respond quickly to people's comments, questions, and answers in order to demonstrate that you care about your supporters and customers. Jolkona, a non-profit, and Theodora & Callum, a business, are examples of entities which do an excellent job of replying to comments and interacting with Facebook fans in a timely fashion. Engaging regularly in a similar manner after establishing your Facebook presence will increase peoples' interest in your non-profit or social enterprise.

Section 5

Twitter

"Isn't Twitter just a bunch of people talking about what they're doing right now, a limited version of Facebook?"people often ask me. Although the key feature of Twitter is similar to the status update feature on Facebook, Twitter offers the opportunity for non-profit and social enterprise personnel to converse with many different people and of a much wider audience than Facebook. For example, a social entrepreneur or non-profit worker could have a conversation on Twitter with Muhammad Yunus, Dambisa Moyo, or founder of TOMS shoes Blake Mycoskie, or at least listen to what they are saying. Tagtmeier (2010) summarized Twitter's distinction as follows: "Twitter has been likened to a giant party where you know no one but wish to make many friends. In contrast, Facebook would be a wedding reception filled with family and friends" (p.8). Facebook is a more closed online community primarily used by friends and occasionally acquaintances, whereas Twitter enables the user to connect and converse easily with experts of a field, celebrities, leaders, politicians, and potential partners, supporters, clients, or customers. According to Comm (2009):

> One of the things that makes Twitter so appealing is that it's such an open community. There might be several million people on the site talking about what they're doing and chatting with other Twittereres, but you really do feel that every one of them could be your friend if you wanted them to be. (p.100)

Practically, a non-profit or social enterprise could use Twitter to announce specials, share links, offer opinions, ask a question, entertain, and converse with their audience.

Creating a Non-profit or Social Enterprise Twitter Account

First, you must decide on a Twitter user name, called a handle. Your Twitter handle is the means by which other tweeters will find and identify you. Comm (2009) recommended that a Twitter user name be closely associated with you and easy to find. If possible, use the same name as your website for your organization or enterprise's Twitter handle. Your profile name, however, differs from the user name, and should consist of your real name or business name, depending on the purpose of the Twitter account you are creating. If your real name is unavailable as a Twitter handle, Zarrella (2010) recommended avoiding using numbers or underscores as people who do so tend to generate fewer followers.

In order to create a consistent look, use the same image for your Twitter profile as you have for Facebook. Again, a photo is preferred to a logo, and a high-quality photo with the non-profit or enterprise's logo overlaid on a corner or one section is ideal. Zarrella (2010) advised against changing your avatar very often as this is the means by which other Twitterers will grow to recognize you. Customize your Twitter background using photos, links, and contact information. For example, Kiva designed a green leafy background, an enlargement of the logo's leaf and @joinred, Starbuck's red campaign to fight AIDS in Africa, depicted a slogan bar with red letters. Heifer International's background appeared to be essentially a web page which created a distracting look. According to Zarrella (2010), “The best custom background image to use is one that shows your company’s colors or logo to reinforce your brand image” (p.37).

Larger organizations and enterprises often maintain several Twitter accounts; for example, World Vision has Twitter accounts for multiple countries in various languages, as well as a World Vision News account designed for journalists. The tagline of the latter read, “Tips for journalists reporting on breaking international news, disasters or humanitarian issues--from the news desk of a leading NGO” and provided a link to the WV press center. Other WV Twitter accounts include @WorldVisionMag, @wvreport about a public radio broadcasts, @TeamWorldVision for athletic teams to raise money for WV, and @worldvisionacts for students.

The bio space is the only statement on Twitter that will not vanish quickly with the next new tweet, so choose your description carefully. At times you may want to include a current project here. A format Comm (2009) recommended was “[Professional description 1], [professional description 2], who likes to [personal description], and end with a joke” (p.40). My personal bio consists of “Cross-cultural community developer, writer, and social media specialist who likes to hike and document midnight haircuts.” Non-profits and social enterprises may opt for a one-line description of their purpose and mission. For example, Heifer International’s bio is, “Heifer empowers millions to go from poverty to self reliance via gifts of livestock, seeds, trees & training, providing a multiplying source of food & income.”

Find people to follow on Twitter by clicking on the “Who to Follow” tab, viewing suggestions, and clicking the green “follow” button for entities you wish to follow. Click the

"Browse Interests" tab to see suggestions listed by subject. The "Find Friends" tab will allow you to find friends through your email accounts or LinkedIn. Zarrella (2010) recommended that businesses follow everyone who follows them and noted that "to do otherwise may make your brand appear aloof" (p.39). However, it is ok not to follow everyone who follows you on a personal account and social enterprises and organizations may want to be selective in order to avoid following spammers or avatars created to represent fake persons. Following everyone without discretion could cause your organization or enterprise to appear less reputable than those with a smaller "Following" list of quality individuals and entities.

Comm (2009) made the following recommendations for setting up a Twitter account (pp.38-44):

- Provide an email address as this will not be seen by other Twitterers and will only be used to send you Twitter newsletters or change passwords.
- Include your time zone because an important component of Twitter is knowing when something occurred and contributing to conversations in a timely manner.
- Only one website is allowed, so chose your organization or enterprise's primary site to include here.
- If wanting to appeal to a national or international audience, you may not want to include your location as that could indicate to potential clients that your non-profit or enterprise is a local commodity.
- Do NOT check the "protect updates" box if your Twitter account is intended to serve marketing purposes

Maintaining a Non-profit or Social Enterprise Twitter Account

Part of the skill to using Twitter well is creating meaningful content of 140 characters or less. To help achieve this, use a service such as TinyURL or Socialoomph to shorten the URL of a link. With Socialoomph, a social media person can also schedule tweets in advance. However, according to Comm (2009), effective tweeters use a combination of the two primary types of tweets: broadcasts and conversations. Entities such as @WorldVisionUSA which post all their tweets via Socialoomph can appear removed from the conversation and people. Comm explained, "If you're busy replying and chatting to your followers, you might start to look a little too cliquey…If all you do is broadcast, then your timeline is going to look a little dull" (p.104). @REI is a business example which does an excellent job of both producing content and engaging with customers on Twitter. @Jolkona is a nonprofit example and @TOMSshoes is a social business which mixes content tweets with interactions and retweets. Comm maintained:

> Top Twitterers don't just explain what they're doing now. They also reveal what they've been doing, would like to do, and what they're thinking as well. They make their followers laugh, think, read, and above all, respond—and they do it with a variety of different kinds of tweets. (pp.117-118)

When you retweet what someone else has tweeted, follow this format as advised by Zarrella (2010),"RT@username: original tweet (your take)" (p.41). Ask your followers to retweet your message in order to get retweeted, but only do this occasionally. A key feature of Twitter is use of hashtags also known as a pound key or number sign (#). Hash tags are entered before key words to identify trending topics on Twitter and are frequently used for campaigns, events, news, issues, conferences, and to identify what others are discussing and saying about a given topic. Check the trending topic list to be aware of what other tweeters are currently interested in. If the subject can be related to your non-profit or enterprise, tweet about it. Comm categorized tweets into the following types and recommended varying the types you post:

- Link Tweets: “This is what I’m working on now” (pp.105-107). Essentially these consist of business or work updates with links to blogs. Link tweets, however, generally do not generate much response because people will click on the link and forget to reply. You can set up an account on Twitterfeed which will use RSS to automatically convert your blog posts to tweets. However, Twitterfeed will post the entry’s title alone. Comm (2009) recommended adding a brief description with the title when announcing a new blog post. Even though the tweet will be longer, it will peek the audience’s interest more than the title alone would.
- Classic Tweets: “This is what I’m doing now” (pp.110-111). In addition to saying what you are doing, explain your thoughts behind what you are doing and why. Avoid telling people what you are eating, unless really exotic and related to your non-profit or enterprise’s message. Martin (2010) recommended, “Tweeting or posting comments, photos, and video from a live event gives your readers a unique perspective on a conference or trade show” (p.167).

- Opinion Tweets: “This is what I’m thinking now” (pp.111-113). Express opinions, especially to issues related to your non-profit or social enterprise. Although not everyone will agree with you, they will know your view and usually appreciate that you are willing to express it.
- Mission Accomplished Tweets: “This is what I’ve just done” (pp.113-114). These are different from link tweets in that they keep to the 140 character limit. People will want to know the tricks of your accomplishments or if they can join in your activities too.
- Entertainment Tweets: “I’m making you laugh now” (pp.114-115). According to Comm, these are the best type of tweet. Humor keeps people engaged so most non-profits and enterprises should at least occasionally add something funny.
- Question Tweets: “Can you help me do something now?” (pp.115-116) These ask for ideas, help, and input.
- Picture Tweets: “Look at what I’ve been doing” (pp.116-117). Sign into TwitPic (www.twitpic.com) using your Twitter account name and password to post a photo link to Twitter. Another option would be to put link to a website such as Flickr that hosts your uploaded pictures.

Once you have been tweeting for awhile, Comm recommended using Twitter to generate feedback about your work in-progress such as a website or article that is nearly complete as this will provide your organization or enterprise with free publicity. If the work is not as close to being ready, ask people to direct message (DM) or e-mail you confidentially.

Because tweets pass by rather quickly and can easily get lost in the world of conversations, many organizations and enterprises opt to have their Facebook updates fed directly into Twitter, but tweet additional content and participate in separate conversations there. You can feed a Facebook business or enterprise page updates directly into Twitter, but not personal Facebook pages. You can also feed tweets in Facebook or Ping.fm to update multiple social media sites at once. However, Abernethy (2010) recommended not using Ping all the time or people will see no need to follow you on different sites and your social media will lose its personal feel.

One of the benefits of social media is that you do not have to guess what other people's opinions about your organization, enterprise, products, or services are. You can find out what people are saying on Twitter about you by putting your user name or business name in the Twitter search engine to read what has been tweeted. Use Monitter (www.monitter.com) to track up to three different key words simultaneously and in real time. Another tool, TweetBeep can send various key word search results to your e-mail. Comm recommended setting up filtered e-mail folders and noting what topics interest people the most. Comm also suggested looking for and tracking into separate folders a business' name, blog, username, main product, and book title (p.129). Non-profits and social enterprises which do so will be able to use Twitter to maintain awareness of others' perceptions of their work and services.

Section 6

Using Videos

Once you have established a presence on one or more social media forums, incorporating video can provide a dynamic addition for engaging your audience. According to Donaldson (2010), “For many entrepreneurs, video is the final piece in a cohesive marketing strategy” (p.47). Furthermore, video can give low-literate participants a voice, allowing them to contribute to a non-profit or social enterprise’s social media forums. If seeking to engage in global audiences, video can also speak more directly to people who may not share the same language. According to Barbash and Taylor (1997):

> Film also has the possibility of reaching a far vaster audience than most academic writers could ever imagine. The subjects of your film are better able to judge your representation of them than if you write a book about them in another language. Your films can be seen and evaluated by all sorts of communities to which you’d otherwise have no access. And this can be a two-way learning experience. (p.2)

As a regular Facebook user who has multiple non-native English speaking friends, I have noticed that my photo and video uploads often generate feedback from this population, even from friends who speak no English. Social enterprises and non-profits can connect with such audiences and enliven their Facebook pages, blogs, and other online forums by incorporating video.

Creating Videos

Online videos which get the most views are relatively short in length. According to Abernethy (2010), most videos viewed are 3 minutes long or less (p.67). Use a simple tool such as Windows Movie Maker to edit, condense, and combine raw footage. Then save your work in a size and format which Facebook accepts if you plan to upload it directly there. Conversely, you could create a YouTube account and imbed your video into other social media sites from there. Remember to use only royalty-free or permission-free music with videos you edit and enhance. When uploading videos on YouTube or other video sites, use keywords in the video tags because these will help people find yours easily in web search. Create the following types of videos to share on social media in order to provide helpful and entertaining content for your audience:

- How-to videos
- Product demos
- Tips your audience would appreciate
- The story of how your organization or enterprise originated
- Behind-the-scenes clips of your non-profit or social enterprise
- Video testimonies from satisfied customers or donors who are willing to sign a release form to allow you to use their stories

Donaldson (2010) made the following recommendations for using video (p.48):

- Use video to call people to action. For example, tell them how to contact a policy maker or go about purchasing something at the end of the clip.
- Put video on your blog or website as well as YouTube to drive traffic to you.
- Make sure video can be watched easily and does not require special medium to view.

Providing a space for donors and customers to upload their own videos could also engage your audience and encourage your cause and messages to go viral. A good site for measuring the effectiveness of an organization or enterprise's videos is Tubemogul.com. Here you can distribute, track, and measure people's engagement with videos including user analytics of who is watching from where and how often. By paying attention to what gains the greatest interest, you will be able attract and retain a more engaged global audience.

Section 7

LinkedIn

As a social entrepreneur or non-profit worker, you may think, "I already have a job. Why should I create a profile on LinkedIn?" Although LinkedIn can serve as a resume enhancer for job seekers, the site offers the opportunity to join groups, create awareness, connect with others in your industry, or recruit qualified volunteers, interns, and employees. Unlike social media sites that easily facilitate meeting new people, LinkedIn is designed to connect you with current contacts and through them build professional referrals. According to Martin (2010) "On LinkedIn, the emphasis is on strengthening connections with people you already know fairly well" (p.69). When you view someone's profile on LinkedIn, you will see a small circle with a number to the right of their name indicating the number of connections between you and that person, if it is a 1^{st}, 2^{nd}, or 3^{rd} degree connection. Clicking on their profile will show you who you are LinkedIn with who knows that person. If you do not have any connections, next to the person's name will read "out of your network."

Creating a LinkedIn Profile

Upload a professional photograph for your LinkedIn profile picture, ideally the same picture you have selected for your Facebook and Twitter avatar. Abernethy (2010) described the LinkedIn "Summary" section as the space where you can give an "elevator pitch" about yourself and your non-profit or enterprise (p.175). Under the "Summary" you can also include your website, Twitter handle, and a request that people friend you on Facebook. In the "Interests" section, include a list of your business skills, how your company helps clients, and why you are interested in helping people.

Maximizing LinkedIn

LinkedIn enables people to access quality resources of people and ideas. The following are a number of ideas for how non-profit staff and social entrepreneurs can maximize their presence on LinkedIn compiled from personal experience and recommendations of Abernethy (2010) and Martin (2010):

- Connect with someone with a specific skill for a current or upcoming project (e.g. videographer to help make some YouTube clips for social media PR).
- Connect with former colleagues, classmates, and friends to extend your professional network. Only connect with people you actually know or with whom you have a good reason to connect. If someone asks for a referral to a person in your connect list, should know them well enough to be able to do this.
- Join groups focused on similar causes or activities to your non-profit or social enterprise.
- Create a group page for your non-profit or social enterprise; be sure to check the box to have logo displayed on group member profile page.
- Learn about events related to your cause and work.

- Increase awareness. Businesses use LinkedIn to build cliental; social enterprises and non-profits can use LinkedIn for both increasing customers and donors.
- Get personal recommendations from former customers or employers.
- Post links to published articles and import blog through log feed.
- Include a personal note when sending connect request to someone.
- Use the "search" feature on LinkedIn's homepage to see what others are saying about a related product, news piece, or your non-profit or enterprise. You can narrow the search by clicking on left sidebar to "1st connections only", "2nd connections", or "3rd plus everyone".
- Inform LinkedIn connections about upcoming speaking events and non-profit or enterprise news by posting about it in your "Update" box.
- Use the My Travel app to share where you'll be traveling in order to make the best use of your travel time by fitting in lunches, coffee, and dinner with out-of-town contacts when you visit the area (Martin, p.72).
- Generate customer and donor feedback by creating a LinkedIn poll about a new idea, change, or product.

In addition to the above list of ideas and recommendations, you can click on "Learning Center" under the "More" tab to discover additional uses for LinkedIn.

To initially connect with people on LinkedIn, you can utilize the feature that sends requests to people from your e-mail contacts. Additionally Abernethy (2010) recommended including a link to your LinkedIn group on your non-profit or enterprise's website, Twitter, Facebook page, business cards, and e-mail signature. On your website's client feedback section, you could put a link to your LinkedIn testimonial page. As a result, you will increase professionals' awareness of your non-profit or social enterprise.

Section 8

Engaging with and Expanding Your Audience

In contrast with other mass forms of communication such as television, radio, and mailings, social media is unique in that it enables an instant, constant two-way communication channel. According to Graves (2009), “Our audience does not just want to receive information; they want to engage in the conversation, contributing and sharing their ideas as well” (p.6). A way to expand your audience is by participating in social media forums where they hang out.

Going Where Audience Is

Remember your target audience profile from Section 2? Now is the time to locate those people on *other* social media and begin exchanging ideas and information with them. In so doing, you will gain their respect and trust and some of them will become your friends, fans, customers, and supporters. As Martin (2010) noted, “Take the ‘community’ part seriously and look for ways you can add value, help others, make connections, and have fun. Focus on being a valuable part of the community, and you’ll be rewarded” (p.59).

To find such online communities, look for respected experts in your field. One journal contained the following advice, “Have your advertising agency or social media consultant find the influencers (for example, the authoritative bloggers or recognized industry experts) whose views people listen to, especially on the pluses and minuses of products and services in your market space” (“How Social,” 2010, p.60). Don’t waste your efforts on forums with little interaction, followers, or fans. Martin (2010) noted, “Ideally, you’re looking for a vibrant discussion area where there is a good mix between experts, new users, and returning questioners” (p.111). Once you have found a forum, observe the users, how they interact, and what they are discussing before employing it for marketing purposes.

Social media etiquette requires that users do not directly self-promote their product or services. As Scott (2010) maintained, “People like to do business with people they like” (p.39). So be a friend, not a saleswoman. Even when users show interest in buying your products or supporting your cause, email them separately regarding their interest. Rather than self-promotion, offer meaningful comments and solutions to other blogs and Facebook pages. Thus, you will become viewed as an expert and gain trust and followers. According to Scott (2010), “The most successful companies come in and provide ideas and advice on a wide variety of subjects and topics in their field” (p.52).

However, your comments can provide a means for people to find your non-profit or enterprise easily. Martin (2010) recommended that you include your name, website, and company with a signature block on blogs or other forums that allow this feature. That way, when a reader wants to learn more about you and your organization or enterprise, they can easily find it. A new feature on Facebook enables an organization or enterprise to comment on other pages, thus leaving a link back to their Facebook page. If your comment is helpful or interesting, users of that site are likely to click onto your page and potentially become your fan as well. Martin compared the social media world to a neighborhood and stated, “As with a physical community, you have to invest time and effort to really become part of the neighborhood. People who get the best results from social media are sincerely interested in the online communities they've joined" (p.195).

In addition to blogs, Twitter, and Facebook sites related to your non-profit or enterprise, Yahoo Answers and Yahoo Groups are two forums where you could contribute. According to Martin (2010), "Yahoo Answers is a site where you can build online visibility and become the go-to expert for advice on specific topics" (p.166). Another forum Martin recommended was Care2.com (http://www.care2.com/) which is "a great site for green companies, health-related companies, and lifestyle/wellness coaches" (p.165)

In the midst of lots of commenting it could become tempting to quote from one source onto another. Avoid plagiarism. According to Martin (2010), "It's considered a breech of etiquette to quote someone outside of the forum discussion without their permission" (p.114). However, you can reword a selected piece of information from a blog or website, including your own, and then provide a link for the user to go read the rest. Comm (2009) recommended contributing to conversations on Twitter and elsewhere not by self-promotion such as "Go read my blog article" but by providing a meaningful piece of information from the article and then providing a link to the blog post (p.101). You can also provide links to helpful material from other sources. Although providing a link to someone else's blog, article, or website will not direct them to yours, Comm asserted that this is fine as people will leave your site eventually anyway. “It’s much better that they leave with the impression that you’re up-to-date with the latest news on your topic and that you’re a source of great information” (p.110).

Other Forms of Engagement

Answering questions and complaints. Commenting on other blogs and social media can be time consuming, so allot a specific amount of time to this endeavor and stick to it. You do not want to neglect your own online presence by spending all your time on other non-profit and enterprises’ sites. Scott (2010) advised that you should react quickly and honestly to customers’ concerns and complaints you encounter, whether on your own or others’ online sites. However, you should not wait for a crisis to comment; participate regularly and people will not wonder what you are hiding.

Partnering and exchanging links. You should allot some time to creating partnerships by exchanging links with non-competing entities committed to similar causes as your non-profit or enterprise. According to Martin (2010), “The most powerful partnership are those you make formally and informally with other companies that are already serving your ideal target audience in non-competing ways” (p.15). The result should help both entities. For example, Sari Bari could offer to promote a book on human trafficking through a Facebook post and tweet in exchange for a link or endorsement on the author’s blog. By exchanging links, you will both gain recognition by more people from among your target audience and form a base for potential collaboration with other organizations or enterprises.

Section 9

Fundraising

Non-profits thrive on donor support and many social enterprises rely on donations for start-up costs, training materials, or sponsorships as well. An excellent way to make full use of a web presence is to provide supporters with opportunities to give. According to Klein (2007), "The fastest-growing area of fundraising in the world is on the Internet" (p.199). In addition to giving via a website, blogs and Facebook Cause pages can also enable direct giving. The primary purpose of a Facebook Cause page is fundraising which automatically includes a "donate" button. For a blog, however, you must add a plug-in or "donate" tab to enable people to give directly from the site.

One benefit of utilizing social media to raise donations is that it is less expensive than other forms of fundraising. Martin (2010) explained, "While most traditional fundraising campaigns focus on acquiring large donations from a few wealthy donors, social media makes it possible to mobilize large numbers of small dollar donors without the cost and lengthy preparation of an annual campaign" (p.142). World Vision's Cause page, for example, showed that as of March 31, 2011, 3,062 donors had contributed $1,061,248. Martin (2010) noted, "The fundraising community has realized the role social media can play in mobilizing donors and collecting a large number of small donations to make a big difference" (p.142).

A mistake many organizations make when fundraising is to focus on increasing rather than retaining donors. According to Burk (2003), donor retention is more important than donor acquisition as it is more cost-effective and results in greater loyalty and larger gifts than new donors will furnish. A major way to retain donors is by showing them what their gift has produced. Burk explained that donors prefer receiving information about the impact their gift has made over personal recognition. Burk noted, “It is hard for them to see how they are going to make a difference when they cannot visualize where their money has gone” (p.32). Stories, reports, photos, and videos on social media can satisfy and retain donors by providing evidence that their gift had an impact. According to Martin (2010):

> Through social media, you can stay visible to those current donors and volunteers all year long for free...By staying visible to people who already care about your case and who have demonstrated their willingness to donate or volunteer, you increase your chances of repeat donations and volunteer retention. (p.143)

Social Media Fundraising Campaign

A fundraising campaign lasts for a limited time and works best when connected to a holiday or other well-known event, a common business practice which more nonprofits are using for fundraising. A business example would be ATG stores which established “April Fool’s Week” on their Facebook profile during March 2011. Throughout the week, people shared their best April Fools prank experience and are entered to win a $50 gift certificate. Similarly, during the holiday season, the non-profit Jolkona conducted a "12 Days of Giving" campaign and World Concern a "gift of the day" in conjunction with their global gift guide.

Online Financial Security

In order to receive online donations, your non-profit or enterprise must be setup to accept credit card transactions. According to Klein (2007), to ensure that the process is secure, the transaction will need to be encrypted. If your website is not already set up for such transactions, consult with a web developer or business expert on how to navigate this process. You want to be sure that your fundraising endeavors produce results that are secure so that donors will be motivated to give again.

Section 10

Implementing Social Media

Attempting to master all social media forums simultaneously can be overwhelming, especially for someone who is busy with a start-up non-profit or enterprise. Abernathy (2010) recommended learning one forum well before starting another or opening a new account. Whenever possible, a social entrepreneur or non-profit founder should delegate administrative and social media work to competent assistant volunteers or employees; virtual assistants can telecommute from home or elsewhere. According to Martin (2010),"Companies have also become more savvy about recognizing that talent does not have an even geographic distribution, and that specially qualified individuals can make a valuable contribution without physically coming into the office" (p.154). For many startup non-profits and social enterprises, an office is initially non-existent making telecommuting the most viable option for gaining social media help.

You could also train people from the population you seek to serve in social media skills through a coaching mentorship process. Perkins (1982) argued, "A well-designed program is structured so that the people in the community can lead it themselves" (p.75). Conn and Ortiz (2001) recommended mentoring over classroom-styled instruction when training indigenous leaders for urban ministry. "The mentoring model fits well with demands placed on training for urban ministry to adapt both to the context and to the needs and unique strengths of the individual candidate" (p.428). Mentorships are built around relationships that include regular, casual interactions as friends. The process would require a month to a year-long investment, depending on the amount of time a mentor and apprentice could spend together. Eventually, the mentored person could become a regular contributor to the non-profit or social enterprise’s social media sites.

More Implementation Ideas

Once your organization or enterprise becomes established on social media sites, you will want to integrate social media into other forms of advertisement and communication as well. Abernethy (2010) suggested printing social media information on T-shirts for employees to wear to events or small gift products for customers and sponsors such as mugs, bookmarks, pens, or holiday cards. Include a social media end note in an answering machine or voicemail message such as ”Follow me on Twitter @________” or “Join our fan page on Facebook” or “make sure you see our blog, called__________” (p.313). Even though the digital world has expanded our virtual networks, in-person networking is still necessary and complementary to online approaches. For business card contents, Abernethy recommended including “follow me on Twitter @yourtwittername”, Facebook, blog, and other social media info on it.

Social media can also be incorporated into other online mediums. For example, websites should include links to their blog, Facebook, Twitter, and YouTube account. Your enterprise or organization’s presence on these various online forums should maintain a consistent look and feel of colors, logo, fonts, and photos. A coherent appearance gives your non-profit or enterprise credibility and, according to Martin (2010), “Provides a subconscious reassurance that your story checks out, which helps the prospect see you as truthful and consistent" (p.149).

An e-mail signature should also include one or two social media site links. Google "social media buttons" to find sites that help create downloadable buttons for e-mail signature. Spread your social media contact information widely to continue to gain recognition, friends, followers, and supporters. Collaborate with volunteers, employees, and trainees to continue to expand and improve your use of social media.

Section 11

Evaluating Results

Evaluating your social media is as important as creating and maintaining it. Otherwise, you will likely continue efforts that produce little results and ignore areas which could easily be changed and improved. According to Woolnough (2008), "There are two main reasons why people seek to evaluate projects: either to *prove* or to *improve* them?"(p.135). Enterprises and non-profits which evaluate to prove results usually do so to report to donors, supporters, and investors and in so doing must measure up to their demands. On the other hand, an enterprise or non-profit can create its own measures to evaluate for improvement. In the constantly changing space of social media, the latter is important to sustain a viable presence and the target audience's interest. Argyris (1993) maintained:

> Most contexts or situations that concern us are constantly changing. We cannot assume that other individuals or groups will react as we had thought they would when we designed our actions. There is a continual need for vigilant monitoring of our and others' actions. (p.3)

Defining Success

A social entrepreneur or non-profit member could define "success" on social media in a variety of ways, depending on which aspects he or she was analyzing. Comm (2009) argued, "Someone who uses social media successfully doesn't just create content, he or she creates a conversation. And those conversations create communities" (p.3). On the pragmatic level, those who implement social media need to create evaluations based on their original marketing objectives. According to Martin (2010):

> Develop a measurement that is meaningful to you so you can gauge return on investment (ROI) for your time. Will you be satisfied with an increase in Web traffic, a large number of friends or fans, expert status on forum boards, or solid leads for new business? (p.169)

Unfortunately, those who create evaluation measures often fail to consult the people they seek to help in order to gain their input. According to Conn and Ortiz (2001), "Transformational development is not work done for another; it is owning a problem and working jointly to respond" (p.348). Woolnough (2008) also maintained, "Evaluations should be participatory (involving the staff, the poor, and other local beneficiaries), they should be developmental (modifying the plans and procedures as necessary throughout the project), and based on appropriate reflective, research strategies" (p.141). Thus, the poor should be involved in the solution to their needs. Harkavy (2007) claimed, "The way to enjoy success yourself is to focus on the success of those around you, by making their success your mission" (p.36).

Measuring Outcomes

Concrete objectives such as web traffic, user engagement, and number of friends or followers are quantifiable. For these, non-profit workers and social entrepreneurs must demonstrate patience with social media as measurable results usually do not occur immediately. Abernathy recommended allowing each social medium 3 to 6 months before quitting a forum and reviewing outcomes monthly or quarterly to see which ones are getting the most attention and generating the most business, feedback, or donations. As Martin (2010) instructed, “Be honest with yourself about how much time and energy you want to invest in social media. Remember that the investment should be linked to accomplishing your top business goal” (p.169). Knowing one’s strategy and purpose for each forum will also help in determining whether or not that medium is meeting your objectives for it.

Section 12

Sari Bari Case Study

Sari Bari established an online presence from its beginning in 2006 and utilized the 21st century feature of globalization that enables start-up companies to begin operating multi-nationally instead of hoping to eventually become large enough to expand internationally (Friedman, 2007). In May 2006, only three months after its inception, Sari Bari communicated with interested partners, donors, and customers through the internet, beginning with a basic blog. In just a few years, Sari Bari had expanded to accommodate orders from around the globe and had developed a professional website. The blog continues to provide a forum where customers can give feedback and learn more about the daily workings of the center, lives of the women being empowered, and details of the products they create. The Sari Bari website, Twitter account, and Facebook page enable easy communication between customers and business operators, create awareness, and provide advertisement.

Forming a Marketing Plan

Prior to leaving for Kolkata, Lance requested that I help find pragmatic solutions to the following marketing question: How can Sari Bari develop a marketing plan that extends beyond the website and is more advocacy-based than simply selling a product? (see Appendix 2 for the Marketing Plan). Utilizing an advocacy-based marketing plan does not mean that Sari Bari is in any way a less qualified business than its competitors. Lance told me, “I’m in business for the women but don’t want sympathy buys. I want to make a product of better or similar quality to

Anthropology and Pottery Barn and other high-end designers who do sari blankets" (S. Lance, personal communication, August 5, 2010).

Regarding a target audience, Lance told me that Sari Bari's target customers consisted of socially-conscious working women (S. Lance, personal communication, August 15, 2010). This is an excellent target market for an advocacy-based social business. As Kotler and Lee discovered, "Cause marketing activities had the strongest impact on people in higher education and income categories—those who attended college and earn more than $30,000 a year" (2005, p.11). I asked Lance to rank the purpose of each of Sari Bari's social media sites including their Facebook Group page, Facebook Cause page, blog, and Twitter. For example, Lance ranked the Facebook Group page purposes as the following:

1. Raise awareness about Sari Bari.
2. Update supporters about events and happenings.
3. Inform supporters about products and direct to website.

Sari Bari's Blogs

The first form of social media Sari Bari utilized was the blog. Sari Bari's blog comes up in the Google search engine subsequent to the website. In the past few months, Sari Bari volunteers have more proactively updated the blog. Initially, most updates covered new product releases and other news-worthy stories. More recent posts have expanded to include personal stories and more habitual operating features. The Sari Bari blog now feeds into the

Facebook cause page. In addition to the primary blog, most of Sari Bari's expatriate volunteers also have personal blogs that often discuss life at Sari Bari. These are sometimes referenced in Sari Bari's Tweets.

Sari Bari's Facebook

Sari Bari began a Facebook Group page in the autumn of 2007. Sari Bari posts discounts and announces events and changes on the Facebook wall. New blog posts are also featured on Facebook. Customers and supporters leave comments and questions on the Facebook wall in regards to upcoming orders or previous purchases. One happy customer uploaded a photo on March 19, 2011, of her carrying her Sari Bari bag in France. The group page also features several photo albums of Sari Bari products. In May 2010, Sari Bari initiated a Facebook Cause page in order to raise funds for a new prevention unit.

Sometimes the Facebook wall appears to have been neglected. For example, on Thursday March 17, the most recent update from a Sari Bari volunteer was on March 7. Prior to March 7th, two people had posted to the wall items which I would regard as spam and recommend immediately deleting. One was posted on March 1st by a photo-less user named Dfaggf ADdfg who wrote "real profiles and thousands of Asian women" and included a link to online site featuring Asian women which men from anywhere in the world could claim as a "match". I marked Dfaggf ADdfg's post as spam, but as of March 31, 2011, it had not been removed. It seemed ironic that a social media site created to help end trafficking would host a link to a website that virtually enabled trafficking of women.

Sari Bari's Twitter

Sari Bari began twittering in June 2010. Sari Bari's bio reads, "Our mission is to offer freedom to women trapped in the sex trade and to provide opportunity to women vulnerable to trafficking through employment," which is a clear, brief description. For the past few months, Sari Bari has tweeted once every 3 to 4 days with occasional bigger gaps, such as the one between March 7th and March 23rd. Sari Bari recently tweeted a discount offer in honor of the director's sabbatical and periodically tweets about other special offers and new shipments.

Sari Bari's Online Video

Sari Bari prohibits volunteers from taking pictures of women employed from the sex trade and does not post online photos or videos of them. Unfortunately, do-gooders working in the red light district have often unintentionally increased harm to victims by raising awareness of an issue with photographs and videos of the victims. The subjects of films or photographs can suffer increased discrimination from the publicity generated, as some of the children featured in *Born Into Brothels* experienced in Kolkata. As Conn & Ortiz (2001) noted, "Outsiders have too often been exploiters and not friends" (p.351). Sari Bari has not yet extensively utilized video, due in part to the desire to prevent further exploitation of the women they seek to help. However, on Sari Bari's Facebook Cause page, personnel have uploaded three short 30 second clip videos of local Indian leaders. In one of these, a local leader speaks in Bengali after another English-speaking Indian leader has introduced her in English. In another, the Indian leader simply introduced herself and in English requested support for the cause.

LinkedIn for Sari Bari

Currently Sari Bari does not have a group page on LinkedIn. The director, however, has a profile with 83 connections and a link to the Sari Bari website and Sari Bari Twitter handle. I observed that most of the connections seemed to hold similar positions as international volunteers. Adding more professionals to the director's LinkedIn connections could potentially increase the Sari Bari donor base by establishing trust as a respectable enterprise. The same could work to the advantage of other Sari Bari expatriate volunteers and their professional networks. I located one other Sari Bari volunteer with a LinkedIn profile which was incomplete, listed a previous employment position, and had only one connection.

Fundraising with Social Media

In May 2010, Sari Bari created a Facebook Cause page to generate funds for a start-up endeavor. In less than 3 months, Sari Bari's Facebook Cause page raised sufficient funds to begin the first prevention unit, approximately $10,000. Most Sari Bari Cause donors gave $25. Sari Bari's Facebook Cause page is the only social media forum designed primarily for the purpose of fundraising, and even there the director ranked raising awareness as a priority over increasing donations (S. Lance, personal communication, August 15, 2010). On May 4, 2011, Sari Bari created an online auction which will end May 14, 2011. Sari Bari announced the auction via their blog, Twitter, and Facebook Cause page. The Sari Bari website has a "donate" tab where people can give money to sponsor a woman through training and support other start-up endeavors.

Implementers of Social Media

It seems as if Sari Bari volunteers and workers rotate with helping provide social media content. Sari Bari also has at least one volunteer woman in US who assists with social media and sales distributions. Indian staff could also implement social media by utilizing internet cafes near their homes. However, they would have to ensure to log out upon completion and keep content generic enough to not endanger the women or workers, especially anything that would indicate specific location. As one staff member told me in an interview:

> My parents, two sisters, and daughter know but my in-laws do not know I work in the red light area. If people knew, it would prevent my sisters-in-law from getting married and would damage my reputation and future. My father and mother-in-law do not know Jesus so do not understand why I would work with these women. This is why I never visit their [the women's] homes—if someone I know saw me in the red light area, it would destroy my reputation. (Personal Communication, August 2010)

Evaluating Results

The ultimate goal of Sari Bari is much larger than just building a lot of followers or having people post on a Facebook wall. However, when a social media forum is neglected such as when spam links for romantic matches were posted on the Facebook Wall, one could question whether it makes poetic sense to oppose trafficking where it occurs in the cyber world? Maintaining a social media site is as important as generating sales. Argyris (1993) noted, "Learning occurs when we detect and correct error. Error is any mismatch between what we intend an action to produce and what actually happens when we implement that action. It is a mismatch between intentions and results" (p.3). Paying attention would enable Sari Bari associates to notice what is occurring on their social media sites and subsequently adjust their responses accordingly to produce the desired results.

Upgrades and Adjustments

The Sari Bari website has been updated since I was in India making the shopping experience easier for users who can now search items based on category. Sari Bari has expanded its products to include pillows and table runners, which are great smaller items for women who have trouble sticking with longer projects. Sari Bari recently added the Twitter and Facebook logo link to the main website, but I would have overlooked them in the faint gray color had I not gone on the site specifically in search of this feature. On August 6, 2010, I noted that Sari Bari had 600 Facebook Group members, 587 Facebook Cause members, and the most recent two blog posts had been July 6, 2010, and May 28, 2010, respectively. I failed to note Twitter followers at that time. Over the past year, as I have observed Sari Bari's online presence, I have noticed an increase to 933 Facebook Group members, 838 Facebook Cause members, 203 Twitter followers, and increased weekly or bi-weekly blog activity.

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Appendix 1

Social Media Tools and Definitions

alexa.com : shows traffic rank of your blog

avatar: another name for a social media profile

bloglines.com : collects RSS feeds; here you can get all your blog subscriptions and news feeds sent directly to your e-mail for free

Direct Message (DM): Twitter inbox; only possible to DM someone if both people are following each other

handle: Twitter user name that begins with @ symbol**;** differs from Twitter profile name which should be your real name or business name

hashtags (#): precede key words to identify trending topics on Twitter; used for campaigns, events, news, issues, conferences, and to identify what others are discussing and saying about a given topic

lifecasting: shows behind-the-scenes of what people do at work

lifestreaming: online record of blog entries, tweets, Facebook status updates, photos

peeps: followers, tweeps, or tweeple

twagiarize: retweeting without referencing the original source

twictionary: unofficial Twitter list of terms www.twictionary.com

widgetbox.com: can create and import widget links to specific sites

RSS or RSS Feed: Real Simple Syndication or Rich Site Summary; use RSS to feed your blog automatically to other sites such as Facebook or LinkedIn

RT: short for "retweet"; use when you want to tweet someone else's tweet; follow this format: "RT@username: original tweet (your take)"

Other Blog Sites

Blogger.com: free site; easy to change url/name

mybloglog.com: allows blog creators to see who photos of readers are and where from, enabling writer to maintain connection with their audience

Typepad.com: charges a small fee but allows you to customize the blog theme; can easily be streamed with other social media

Movabletype.com: sophisticated and expensive (what many politicians and celebrities use); made by creators of Typepad

Vox.com: same creators as typepad and movabletype. Geared towards family and friends, though entrepreneurs sometimes use for their professions. "Fun" is the focus.

Squarespace.com: charges a small fee; can see reports about readers; mentioned in *Wall Street Journal* and *Business Week*

Other Tools

keepvid.com—lets you download YouTube videos

Also stream [= embed updates in multiple social media forums, good for business especially] with:

- friendfeed.com
- tumblr.com

Justin.tv

12seconds.tv –gives video status updates (can also share on Twitter and Facebook)

Also Vlog—video blog

Blogtv.com –personal web cam shows (maybe more used by teens?)

Dailymotion.com –focuses on sharing video; helps embed in multiple places

Metacafe.com –short videos, about 90 seconds; entertainment only (no news clips)

Blip.tv –independently produced web shows

Viddler.com –can put logo on and link to website; can share w/iTunes or RSS feed; monthly fee for businesses but comes with perks

Ustream.tv –live streaming of every genre imaginable

Vimeo.com –clean, professional video uploading site

Bit.ly (http://bit.ly): can track how many clicks your short links are generating

Ow.ly (http://ow.ly): can both track clicks on links and schedule tweets

TweetDeck: can manage and sort followers, groups, searches from Twitter and other sources

Appendix 2

Sari Bari Social Media Marketing Plan

First, review the objectives of each social media site. According to Lance, director of Sari Bari, the purpose of each of Sari Bari's social media sites ranked as follows (S. Lance, personal communication, August 15, 2010).

Facebook Group page:

1. Raise awareness about Sari Bari.
2. Update supporters about events and happenings.
3. Inform supporters about products and direct to website.

Facebook Cause page:

1. Raise awareness about Sari Bari.
2. Fundraising.
3. Update supporters about events and happenings.
4. Inform supporters about products and direct to website.

Blog:

1. Inform about products.

2. Update supporters.
3. Create awareness.
4. Share personal stories.
5. Raise donations.

Twitter:

1. Raise awareness about Sari Bari.
2. Update supporters about events and happenings.
3. Inform supporters about products and direct to website.
4. Fundraising.

Recommendations for Each Social Media Site

Blogs. Plan to post a new blog update bi-weekly and rotate content writing among 4 or more volunteers or staff so that each will contribute twice monthly. Assign someone with the role of keeping everyone on task for blog updates, someone who will email reminders when another post is due. This person would not necessarily need to reside in Kolkata; in fact, a supporter or friend living in the US may be able to pay better attention to the blog status due to less demands of life in Kolkata. This person might also contribute to blog posts occasionally and could write about customers or product uses. Interconnect blogs with other social media sites such as Facebook by posting a lead question related to the entry, such as a photo of a customer in an interesting location sporting her purchase. The status update could ask, “Guess where Amy Bryant wore her sari scarf last weekend? Click here to read our blog post and find out.” Some other ideas for blog entries include the following:

- 10 Ways to Recycle (#10 could be to purchase a sari blanket, as could other post ideas)
- Christmas Gift Ideas
- Global Responsibilities, Global Actions
- Creating an Earth-friendly Home
- Creating an earth-friendly Planet
- How ‘Rebecca Smith’ uses her Blanket
- Behind-the-Scenes series: talk about how sari blankets, bags, scarves, and other products are made; process and experience of shipping items; or the experience of training the women experience

In order for readers to access older posts more easily, create a content links list organized by topics and archives. It is difficult to access older posts and I had to use the search feature to find an entry from 2007.

Facebook. Switch to the new Facebook format in order to enable the list feature and other new features, such as being able to comment on other pages as Sari Bari and tag organizations or businesses in status updates. Add the Sari Bari Twitter handle to the Facebook “Info” page and update it to better represent the enterprise. The current “Info” page contains a piece of a blog which should be removed and the Info section updated. The only event listed is from September 9, 2009, and should be removed.

For a cleaner look, the http address should be deleted before posting a link. In regards to posting status updates, find a way to have someone post daily and answer any comments or questions that people have posted on the wall. For example, on February 24, 2011, Ava Sydney who wrote “Do you think to marry here you go” and posted a link to an online dating site. Granted, this person could be a friend of the director’s who is genuinely concerned about her marital status, as opposed to being a spammer. However, if that was the case, I recommend deleting the post from the enterprise’s page, and contacting Ava directly asking her to email or direct message me via my personal profile with her suggestions. If a Sari Bari administrator chooses to block someone such as Dfaggf ADdfg who posted the spam link, they can do so by going to the Facebook Privacy settings and selecting the block list. Then type in the name of the person you desire to block.

In regards to answering inquiries, on Thursday, March 17, 2011, I noticed a question posted on Tuesday, March 15 asking if Sari Bari still made jute bags was unanswered. This seemed acceptable considering the time difference and demands of Sari Bari work, but the question was still unanswered two weeks later on March 31st. Perhaps someone replied to the inquirer directly, but leaving a comment here would let others know whether or not Sari Bari still has jute bags and that Sari Bari personnel are paying attention. On February 26, a woman wrote, “I was just wondering if you received my e-mail regarding a special order. Hope you are doing well! :-)" As of March 31, 2011, no response had been posted. I assume that the director or a volunteer replied to this person by email, but an affirmative comment on Facebook would allow other group members to know that they will be recognized if initiating contact here.

Some fun ideas for Facebook photos would be to post a "Year in Review" album of 20 to 30 pictures. Also, have customers upload pictures of themselves with Sari Bari products in cool places, such as the one uploaded by the customer in France. These photos could be printed and shown to the women who create the products, increasing the interaction between both groups of ladies.

Respectful updates similar to the website's brief bios about the women could be incorporated into Facebook statuses using the ladies chosen pseudonym. For example, an update might consist of, "Today Asha completed her 50th baby blanket! We are so glad to have this beautiful, hardworking woman with us."

Twitter. It appears that Sari Bari's Facebook is not connected to Twitter but that administrators have posted the same or similar content. To reduce this step, a Facebook admin could set up status updates to feed directly into Twitter. Tweet at least once daily and plan tweets in advance using a web tool such as Socialoomph. The following are ideas for how Sari Bari personnel could incorporate the various Tweet types Comm recommended into their schedule:

- Link Tweets. Sari Bari already posts links to own blog updates. Sari Bari could also post links to related businesses such as Freeset or articles and information on related topics such as Fair Trade as this will help communicate their expertise on such subjects.

- Classic Tweets. One or more expatriate volunteers could keep a notebook of daily work or events that the enterprise or a particular woman is focused on. Once a rhythm is established in this, the foreign volunteer could mentor an Indian staff in this process, as discussed below in “Training Staff”. Sari Bari should also announce with the director or others will be speaking and making presentations during international travels.
- Opinion Tweets. These could be about the mundane, such as Kolkata’s heat, or issues related to the cause such as a human trafficking news piece.
- Mission Accomplished Tweets. Announce that a shipment has just been made, a woman has completed a blanket, or another group has finished their 6 month training!
- Entertainment Tweets: Did an expat volunteer mistakenly call spices [“moshla”] a mosquito [“mosha”]? Did a woman teach her co-workers a silly childhood song? If they are laughing about it, so can you. Sharing the chuckle with your audience could amuse and help them feel more connected to the lives at Sari Bari.
- Question Tweets: Ask people for feedback on the new website look, recommendations for improvement, or ideas for product designs.

- Picture Tweets: Post a Tweet with a peak-preview of a latest product or the birthday cake that was served for the women's freedom celebrations—anniversary of the day she began working for Sari Bari.

When tweeting about discount or special offers, attach the mandate that people retweet it in order to help spread your message and cause the enterprise to become more viral. One idea borrowed from Campbell (2010) was that a flower shop could announce to its Twitter followers that if they visit the shop and tweet about it to their followers, they could receive $2 off their next purchase (p.75). Similarly, you could give customers $2 off their next blanket purchase for tweeting about their new sari blanket. Announce this to customers either through a Tweet that includes a limited time to the offer, a Facebook status update for which group members would share the post to their friends, or by including a note about the Tweet offer in the packaging of a sari blanket shipment.

Video. The following include a number of ideas for implementing more videos which would be produced carefully to ensure that those who are most vulnerable are not further exploited:

- Video clip of the director talking to customers. This could become a regular monthly or bi-weekly edition to the Facebook page or blog.
- "Get to know Sari Bari in 2 Minutes": a video with stories of a journey through Sari Bari.
- A short video of tips on caring for a sari blanket.

- Behind-the-scenes short video series to complement blog covering topics such as the training process, how an item is made, or shipping procedures. The videographer would take precaution to avoid filming women's faces, emphasizing hands, training tools, and products interspersed with spoken clips of foreign volunteers or willing staff members.
- Demonstration of how an item is made, step-by-step. Again, care would be taken to ensure that women's identities are protected.
- Space for customers and supporters to upload videos of them wearing or using Sari Bari products.

LinkedIn. Establish a Sari Bari group on LinkedIn. However, if staff and volunteers are currently unable to maintain a presence on this forum, I recommend postponing this measure until social media becomes more a part of people's regular routine. Once established, you could post links to published articles and import blogs. A group page could enable expatriate staff to become aware of other nonprofits, ministries, and social enterprises involved in similar work. Awareness could lead to collaboration, idea sharing, and perhaps at times personnel sharing, particularly for a specific training or short-term project. The Poll feature could be used to generate feedback from varied sources regarding new products, website redesign, or a variety of other topics. Foreign volunteers and staff given the opportunity to travel could utilize the "My Travel" app on personal profiles to schedule meetings, speaking engagements, coffee, and lunches with donors and customers. Many of these suggestions could be implemented by individuals with LinkedIn profiles as well.

Expand Your Audience

In order to go where your target audience is, ask “Where do socially conscious, income-generating professional women ‘hang out’ online?” Also consider extending your target audience to socially-conscious high school and college students, especially women, who would likely be interested in smaller items such as scarves and bags. However, before putting effort into expanding your audience, you need to primarily focus on maintaining your blog, Facebook, and Twitter account. Once that has become a routine part of volunteer or staff member’s work, they could schedule 15 to 30 minutes daily to comment on other sites to increase awareness and generate more customers and supporters. This time could be divided among volunteers and staff members so that each person regularly contributes to a handful of the same blogs, Facebook pages, or other group sites. This could also be assigned to distant volunteers in the US or elsewhere who could serve as virtual assistances and help expand Sari Bari’s social media’s interaction and presence.

Fundraising

Demonstrate the impact of donors’ gifts by keeping them updated on the progression of the projects or sponsorships. For example, write blog posts describing the opening of a new Prevention center and post photos or a video of the remodeled setting during a time when women are not present. Send periodic emails to a donor about a sponsored woman’s progression through training. Scan or upload photos of her work to email as an attachment or of her freedom name signature at the end of the training. Announce completed trainings of a group of women as a Facebook status update or Tweet to let a larger number of donors know of their achievements.

Training Staff and Including the Women

Recognizing that the best solutions to a problem involve the people we seek to help, I continually asked myself how the women in Kolkata could be involved in social media forums promoting their work when the extent of most literacy skills is the ability to write her own name, a skill she recently learned during Sari Bari's literacy training. How then could she engage in and contribute to the online global community social media fosters? One way would be to train women and staff who *are* literate in social media skills.

Although training the women would be difficult due to their low–literacy and English skills, I recommend training at least one or two WMF Indian staff in coaching mentorship process. One or two of the women with higher literacy and English skills could also learn social media skills. I recommend training two staff together because, as the author of Ecclesiastes declared, "Two are better than one, because they have a good return for their labor: If either of them falls down, one can help the other up. But pity anyone who falls and has no one to help them up" (Ecclesiastes 4:9-10).

Periodically ask the women what their ideas are for improving the Sari Bari enterprise. While in Kolkata I had the opportunity to ask a number of the women this question and shared the responses with your director in a discretionary format. Responses such as the following demonstrate the powerful ambitions of the women in proposing solutions.

> We need to keep improving our work and expanding. We need to visit girls on the line so they can hear about Sari Bari and so that more will come and the work will expand and more women will gain their freedom. We should go and tell them our stories of how we came to freedom through Sari Bari and about alternative means for earning income. It would be better if I understand really well what I'm supposed to do. It's not so much about what staff can do to help but that I take ownership of work. I want to do the work I've been given well with my heart and mind. (Personal Communication, August 2010)

In another interview, a staff member made the following suggestion:

> It could be better if we had more small items to make. Blankets take a long time and many women do not have the patience or skills for that. When women in the red light district hear about Sari Bari, they are afraid that working here would require sewing large blankets. When they hear about making smaller items such as scarves and bags that are easier and take less time, they become more interested in the work. We need other new items that women who can't even do bags or scarves could make. (Personal Communication, August 2010)

Knowing this should inspire the staff and volunteers who implement social media to find ways to market more small items.

A final suggestion for expanding awareness about your social media is to include your Sari Bari Twitter handle, Facebook name, and blog address information on the tags that accompany products.

Top 10 Recommendations for Sari Bari

1. Revisit target audience. Modify and expand to reflect current ambitions.
2. As a team, develop social media marketing plan coherent with overall goals and objectives. Include specific steps for implementation and allocate work to different staff and volunteers.
3. Train at least two Indian staff in social media skills. Could also learn to write blogs. Although English will need revision, it would be an excellent opportunity for them to improve their written communication skills and would be a venue which even short-term volunteers could assist in—English writing tutoring.
4. Update Facebook and Twitter daily. Respond to people's comments and delete spam or inappropriate content. Incorporate respectful updates about individual women similar to the website's bio stories which use their chosen blanket name. Pay attention to which Facebook and Twitter updates generate the most responses and try to replicate with similar content.
5. Update blog weekly or biweekly. Posts do not have to be long, and most social media experts recommend that they stay between 300 and 500 words. A three paragraph post is ideal and the responsibility could be divided among foreign volunteers to be one or two posts monthly. Eventually, Indian staff could contribute as well with only a bit of editing necessary before posting. Editing could even be outsourced to a volunteer or friend in the US or elsewhere.

6. Switch to using new Facebook design and update profile photo to match Twitter. The current Twitter avatar matches the tags that come with products and the Facebook group profile picture is a sari blanket quilt on a bed. Create a more dynamic profile image by using a close-up photo similar to those on the Sari Bari website and overlay it with the Sari Bari logo. Switching to a more vibrant photo will not detour older, professional women and will simultaneously appeal to a younger audience, thus expanding Sari Bari's advocates.
7. Encourage fans to upload photos wearing and using products. The women employed at Sari Bari would likely love to see people in the United States, UK, New Zealand, and elsewhere using and enjoying their creations. Sari Bari volunteers could ask customers via Facebook or Twitter to upload photos of themselves using the products and then print them off to share with the women. In so doing, greater connection and involvement could occur between those parties serving one another in a way that is respectful of each other.
8. Enliven blog and Facebook with short video uploads.
9. Offer limited time discounts or special deals to social media friends and followers to reward them for paying attention.
10. Develop your own evaluation tools for their social media that includes long-term objectives that will enable local staff members to contribute to and sustain your online social media presence.