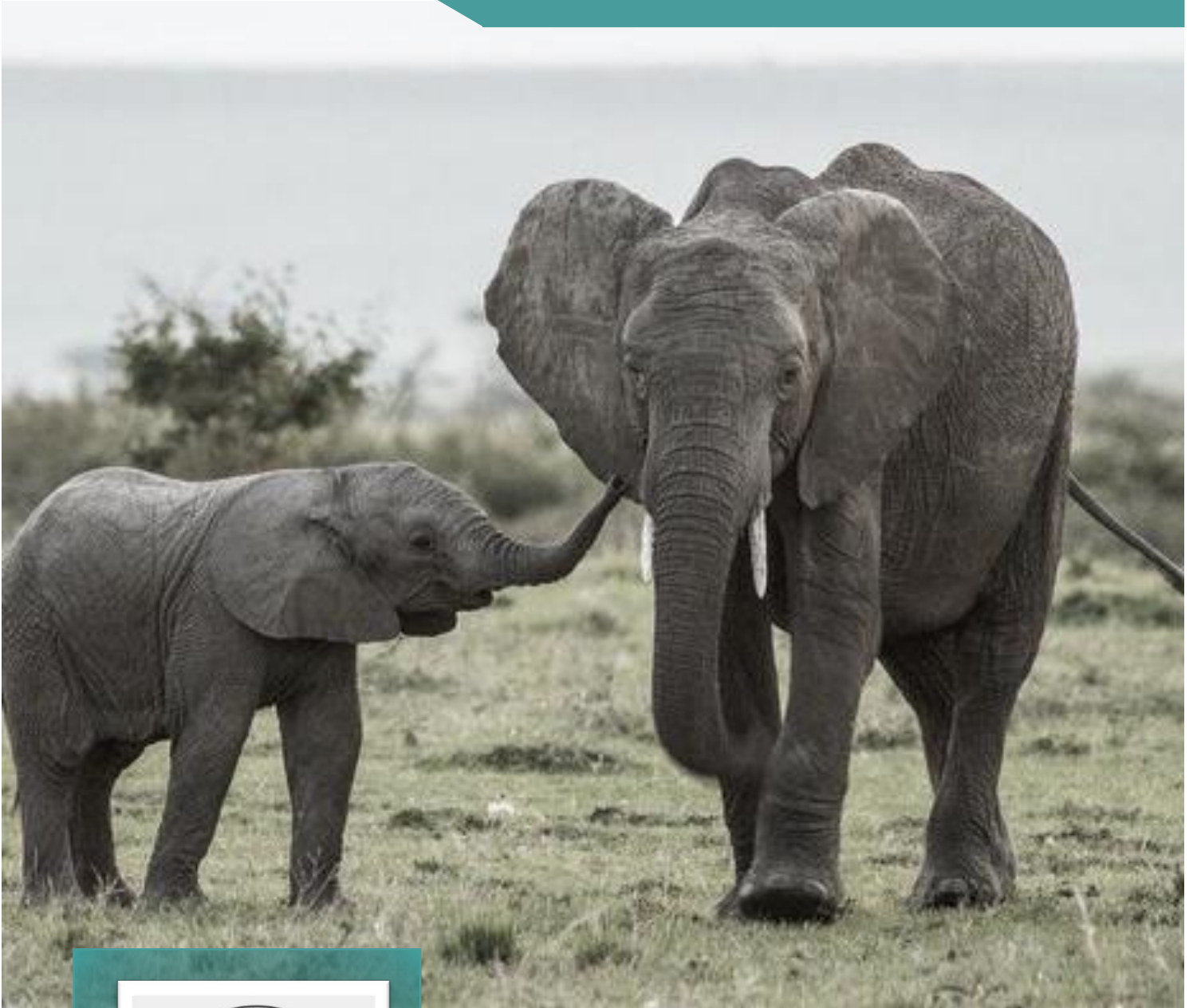


COMMUNICATION STRATEGY

Awareness and Policy Influence in US & UK

THE DAVID SHELDRIK WILDLIFE TRUST



2017 FINAL REPORT



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Increasing Awareness of and Support for Integrated Approaches to Conservation for

THE DAVID SHELDRIK WILDLIFE TRUST

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GLOSSARY

Channel

Means through which the organization communicates with external parties

Communication Strategy

Proposed method to convey the mission, vision, and messages of an organization to the appropriate audiences

Earned Media

Publicity and features that are not paid for and are created by an external party

Engagement

The participation of an audience in an organization's content (articles, website, videos, etc.)

Full-Time Equivalent (FTE)

The ratio of total number of paid hours to total possible working hours during a period (i.e. one FTE is equivalent to one full-time employee)

Influencers

People who have the power to influence thoughts, behaviors and decisions of others because of their position, knowledge, and/or authority

Key Performance Indicators (KPI)

Measurable values to demonstrate the effectiveness of communication efforts

Media Platform:

An outlet for David Sheldrick Wildlife Trust to share and convey their content

Message

Underlying theme of communications distributed by the organization

Mission

The David Sheldrick Wildlife Trust's mission statement is to "protect and conserve wildlife and habitats in Kenya"

Outcome

The overall end result of the project

Output

Accomplishments of a project leading to the outcome

Paid Media

Publicity and features that are paid for by the organization

Peer Organization

Organizations and groups with similar missions of wildlife conservation

Return on Investment (ROI)

The contribution to achieving awareness and support attributable to communications efforts

Social Media

Online platform used to communicate and promote an organization's content and reach new audiences (i.e. Facebook, Instagram, Twitter, YouTube, etc.)

Support

Provide assistance, endorsement, or financial aid to the organization's cause or work

SWOT Analysis

An analysis of the strengths, weaknesses, opportunities and threats for The David Sheldrick Wildlife Trust

Vision

The specific actions and future plans of an organization to help implement the organization's mission

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The David Sheldrick Wildlife Trust is an expert and world leader in the field of integrative wildlife conservation. This Kenya-based non-profit organization was founded in 1977 by Dame Daphne Sheldrick in memory of her late husband, Major David Leslie William Sheldrick, a renowned conservationist and founder Warden of Tsavo East National Park. For over 40 years, the Trust has been successfully rehabilitating and reintroducing injured and orphaned wildlife. Their holistic approach to conservation is crucial in protecting the ecosystems as well as bettering the lives of the community members in Kenya. However, this organization sees an opportunity to enhance its communications strategy to better share its invaluable knowledge.

The purpose of our involvement with The David Sheldrick Wildlife Trust was to provide the tools and guidance necessary to increase the awareness and support of the organization as a global leader in wildlife conservation. We aimed to create a strategic communication plan to help achieve this goal.

Our team conducted extensive research to determine which audience segment the Trust should be reaching with their communications, which practices would be the most effective to reach said audience, and how to ensure continued success.

First, the organization's current communications strategy was evaluated to understand their existing audience, messaging, and platforms through quantitative and qualitative data analysis, literature reviews, and interviews with professionals (e.g. professors, conservationists, journalists). The same methodology was used to then conduct a comparative analysis with peer organizations, which allowed the team to complete a SWOT analysis. Based on the results of our comparative analysis and general communicative research, best practices for this organization was made. From this analysis, three audience segments were identified for the Trust to focus their efforts: Millennials, NGO leaders, and Academics. These audience members were selected due to their personas and overall return on investments.

Our recommendations are dependent on the intensity of resources and capacity of the organization, which includes components such as work hours and funds. Based on these factors, low, medium and high intensity recommendations were developed. Every one includes specific "how to" implementation instructions with relevant examples, and all suggestions are complemented with monitoring and evaluation measures.

It is our hope that through these recommendations, The David Sheldrick Wildlife Trust will have the knowledge and tools at hand to increase the awareness of their expertise and garner new audiences for further support.

INTRODUCTION

1

1. INTRODUCTION

1.1 Threats to Elephants

We are currently experiencing what scientists refer to as the sixth mass extinction (Barnosky et al. 2011); the African elephants are one of the species at risk. Over the last forty years, the population of African elephants has fallen from approximately 1.3 million to 470,000 - a loss of 60% of the population (Great Elephant Census, Steyn 2016). Due to their significant home range requirements, African elephants are considered an “umbrella species” whose conservation incidentally protects large forest areas that serve as habitat for numerous species.

Climate change, shrinking habitats, human-wildlife conflict, and poaching threaten the already-vulnerable populations of African elephants. There has been a 25% reduction in rainfall over the last 70 years and Africa’s subtropical regions are warming at 1.5 times the global average; this puts immense stress on the African elephants who require 300 liters of drinking water daily. Human population growth leads to the expansion of human settlements which fragments the African elephant’s natural habitat and exacerbates human-wildlife conflicts. Lastly, poaching is a major threat to these species. Approximately 24,000 elephants were killed by ivory poachers in 2015 alone (Great Elephant Census, Steyn 2016).

All of these issues result directly or indirectly to mature African elephant deaths, orphaning many calves that are not able to survive on their own. Rescuing these orphans, providing proper care, and reintroducing them back into the wild is a key component to the success of elephant conservation strategies. To be successful, such organizations must strategize to address the various threats species faces to ensure its long-term survival.



1.2 David Sheldrick Wildlife Trust

1.2.1 Mission



The David Sheldrick Wildlife Trust (DSWT or the Trust) was established in 1977 by Dr. Dame Daphne Sheldrick, in memory of wildlife conservationist, Major David Leslie William Sheldrick, the founder Warden of Tsavo East National Park in Kenya.

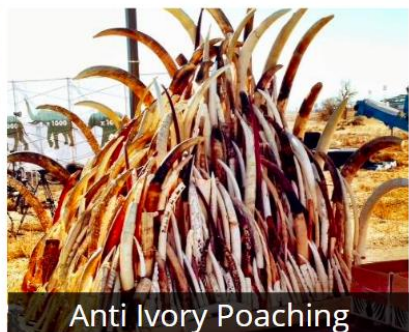
Prior to his passing, Dr. Dame Daphne Sheldrick and Major David Sheldrick studied every aspect of African elephants, from their behavior and dietary needs to the factors influencing orphan survival. The tremendous amount of work and experience they have gained together allowed Dr. Daphne Sheldrick to continue the work they started after the loss of her husband.

From the efforts she has led, DSWT has been able to collaborate with the Kenya Wildlife Service to protect Tsavo's wildlife populations from environmental threats that leave the animals' young unprotected. With a specialty in rearing elephant and rhino orphans, DSWT has worked to perfect methods to rehabilitate calves. To date, the Trust has successfully reintroduced over 200 orphans who have given birth in the wild. Due to their phenomenal work and success, Glasgow University awarded Dr. Dame Daphne with an honorary doctorate in veterinary medicine and surgery in June 2000.

The Trust continues their efforts to curb increasing numbers of orphaned species and to protect African wildlife. To this end the Trust runs a sophisticated integrative approach to conservation through:

- *Four Mobile Veterinary teams and a Sky Veterinary Unit* to provide emergency treatment to injured wildlife in Kenya;
- *Anti-poaching teams*, in cooperation with Kenya Wildlife Service (KWS), to protect wildlife and environment of Tsavo National Park;
- *An aerial surveillance unit* that provides support to ground teams to detect illegal activities within the national park;
- *Habitat conservation program and initiatives* for biodiversity protection that builds on public-private partnerships with Kenya Forest Service and community group ranches; and
- *Community outreach programs* to improve the livelihood and education of locals living along the borders of the park.

These initiatives have acted as the backbone to the success of their orphanage program.



In addition to their partnership with KWS, these programs enabled the Trust to build relationships with local communities, non-governmental organizations (NGOs), and other government entities. The Trust developed a thorough understanding of the region, the people, and the culture of Kenya positioning the organization as a valuable regional expert. Although these programs have been critical to the success of the orphanage project, the Trust's holistic approach is not as well-known.

Additionally, as elephants and rhinos are being orphaned at an alarming rate, new organizations are emerging trying to duplicate the success of DSWT. These organizations are often unprepared and inexperienced to deal with the varying threats facing the orphans. Such is the case when orphans are released in areas with high occurrences of human-wildlife conflict.

The Trust aims to leverage the traction they received for their orphan's program throughout the years in order to raise awareness and support for their integrative conservation approach. This will help position the organization as a leader in wildlife management, allowing the Trust to influence policy and practice of wildlife rehabilitation and conservation. To accomplish this goal, our team worked with DSWT to enhance their communication efforts through the development of an implementable strategic plan for the United States (US) and United Kingdom (UK) offices.

1.2.2 Organizational Structure

The Trust's well-known elephant and rhino orphanage is located at the Nairobi National Park with their reintroduction into Tsavo National Park.

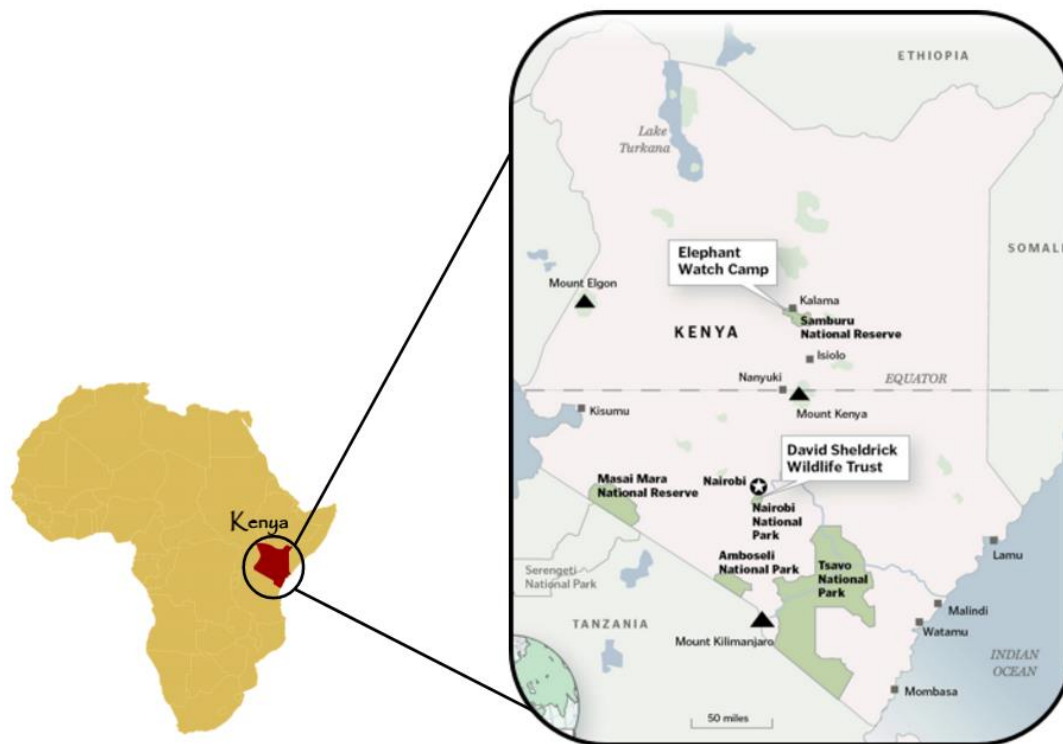


Figure 1.2.2: DSWT's Kenya field operations

The work in Kenya is led by Dame Daphne Sheldrick, and managed by her daughter Angela Sheldrick, CEO and Robert Carr-Hartley, COO. The Kenya office operates with 200 field staff members and 12 administrative staff and is in charge of all field-focused website content.

The Trust has two satellite offices that operate outside of Kenya to harness international support for DSWT:

- *The David Sheldrick Wildlife Trust (UK)* was established in 2004 and is currently directed by executive director Rob Brandford. The UK office “exists to protect and conserve wildlife in Kenya and undertakes its work in partnership with the DSWT in Kenya” (DSWT, 2017).
- *US Friends of the David Sheldrick Wildlife Trust* is the American charity that supports the work of DSWT by focusing on recruiting support within the United States only (DSWT, 2017). Also established in 2004 (DSWT, 2017), the US office is managed by Melissa Sciacca.

1.3 Project Objective

Through a strategic communications plan, we aimed to provide the Trust with the tools and guidance necessary to increase awareness and support for their integrative approach to better position the organization as leaders in wildlife management. Garnering recognition as experts in the field will enable DSWT to influence conservation practices and policy.

SITUATIONAL ANALYSIS

2

2. SITUATIONAL ANALYSIS

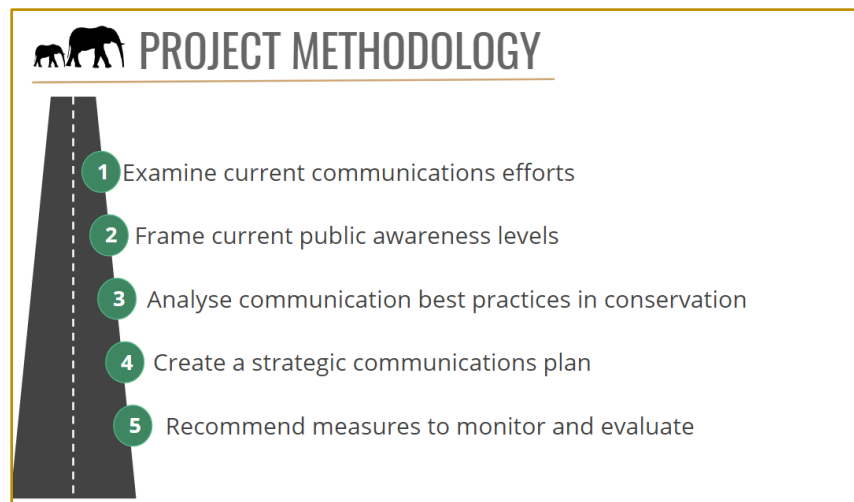
2.1 Methodology

Our research included data analysis (qualitative and quantitative), literature review, and expert interviews with professionals from relevant sectors, ranging from conservation managers to journalists.

To create a thorough strategic communications plan, DSWT's current strategy, the strategies of peer organizations, and the discrepancies between the two were analyzed. Practices of leading wildlife conservation organizations gave us insight into best practices and common denominators.

To understand individual communication strategies, including that of DSWT, the attributes of each organization, including its size, scope, geographic location, operations, and budget were examined. This research helped identify the channels that were used, the audiences that were targeted and reached, and the messages were conveyed. Then, the audience size and engagement trends were assessed on the identified communication platforms and featured publications.

Based on the research above, a gap analysis was conducted using the Strengths, Weaknesses, Opportunities, and Threats (SWOT) framework. This framework identifies both internal factors (strengths and weaknesses) and external factors (opportunities and threats), which provided the basis needed to develop the recommendations.



2.2 DSWT Current Communication Analysis

To identify areas for potential improvement or restructuring within DSWT's communications, the team first researched the Trust's current communication efforts on various media platforms and analyzed their effectiveness. We observed the patterns of activities, the size, type, and engagement of audiences, both in terms of frequency and content.

2.2.1 Communications Operations Overview

The Trust works on communications at its three locations: The Kenya field headquarters, the UK charity office, and the US charity office. The Kenya team, and in particular Angela Sheldrick, CEO, is in charge of all field-focused website content. Guidance and instructions regarding DSWT's overall communications and content from the field comes from Kenya. Updates from the field are sent directly to the UK office once every two weeks, which is then channeled to the US branch.

The UK office, directed by Rob Brandford, is in charge of the majority of the Trust's communications, both on- and offline. The office is responsible for all social media communications, except for LinkedIn. Staff includes: (1) two full-time employees, one of whom is in charge of social media accounts (except Instagram); (2) one US-based volunteer in charge of Instagram (answers to the UK office); (3) two part-time employees where one specializes in public relations.

The US office is smaller with the executive director is in charge of all outreach and communications efforts in the US. Occasionally facilitating volunteers, the US office has recently begun to manage the LinkedIn account; but does not manage any of the other DSWT social media accounts.

All three DSWT offices manage email listservs. The Kenya office composes and sends periodical updates to 'foster parents' informing them of orphans' status. Both the UK and the US offices send bi-monthly emails to their respective email list and send special campaign emails or news of related special events. While the UK office holds weekly meetings to plan its content and outreach activities, there is no standard operating procedure for content coordination with the US office.

In addition to online public outreach, both the UK and US offices organize live events ranging from galas to small 'meet and greets.'

2.2.2 Channels

Online Platforms

The Trust's primary means of communication is through digital media, such as Facebook, Instagram, Twitter, YouTube, LinkedIn, email listservs, and the DSWT website.

Website

The DSWT website is currently undergoing substantial restructuring and will be re-launched in the coming months. Although the analysis and recommendations on the content of the website are limited, the team thoroughly examined the website traffic.

Audiences reach DSWT’s website directly (by typing its address), through Google search (both organic and sponsored), and through referrals from social media, emails, and other websites (Figure 2.2.2.a).

Sponsored search results rely on a monthly \$40,000 Google AdWords grant from Google. The grant enables DSWT to promote its site using related keywords. Currently used AdWords direct audiences to the Trust’s fundraising efforts on the website as well as to DSWT’s Gift Shop. This is a separate website that the organization manages and is strictly dedicated to contributions and gifts, and refers the public to their inactive Google+ page.

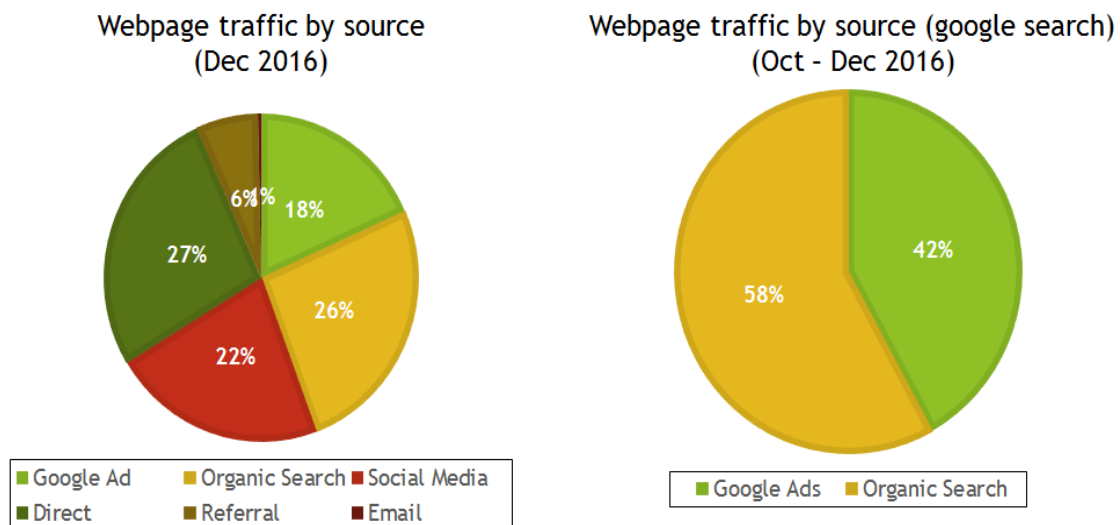


Figure 2.2.2.a: DSWT website traffic by source. Left diagram corresponds to all traffic sources, right diagram corresponds only to google searches

Emails

Examining sample emails, the average content is brief, includes large photographs, links directing recipients to “read more” on the website, and provides DSWT’s contact information. The message tends to be centered on the orphanage operations, with language consistent with other online Trust communications (informal, personal, using ‘baby elephant’ terminology, ‘adorable’, etc.).

In addition to the Kenya-sourced foster parent email list, each of the Trust’s three locations maintain their own directory. It is possible for a follower to be included in two or more lists, and for US followers to be erroneously listed under the UK, and vice versa. This overlap may create situations in which supporters are flooded with too much content, leading them to unsubscribe from Trust newsletters altogether. It also results in redundancy in messaging which creates challenges for the UK and US office to generate ‘new’ content.

The UK office has approximately 4,000 newsletter subscribers. Of those subscribers, less than half opened the newsletter between June and December 2016 (see Figure 2.2.2.b).

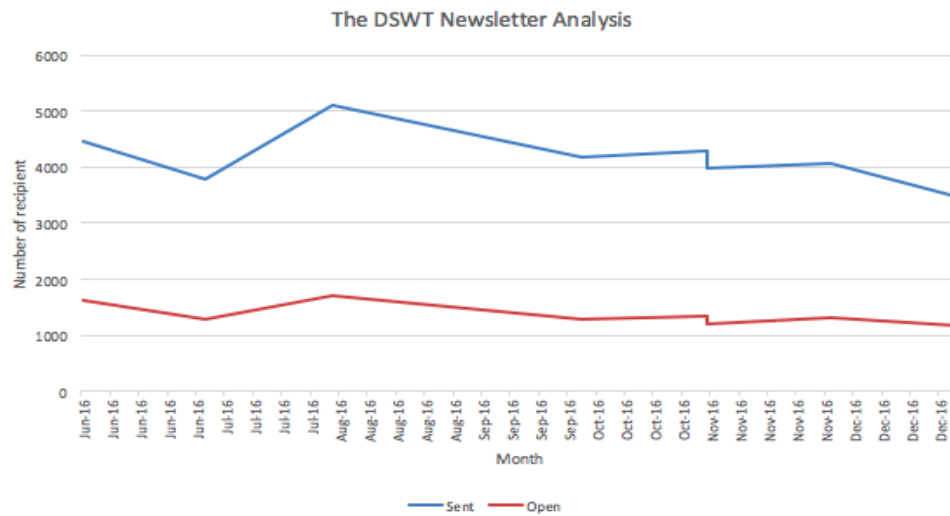


Figure 2.2.2.b: Number of weekly newsletter recipients vs. total emails opened, UK

The US office has an average of 22,000 newsletter subscribers. Between 2014 and 2017, just over a quarter of those subscribers opened the newsletter. Similar to the trends in UK, the proportion of opened emails seems to be stable in the last couple of years (Figure 2.2.2.c).

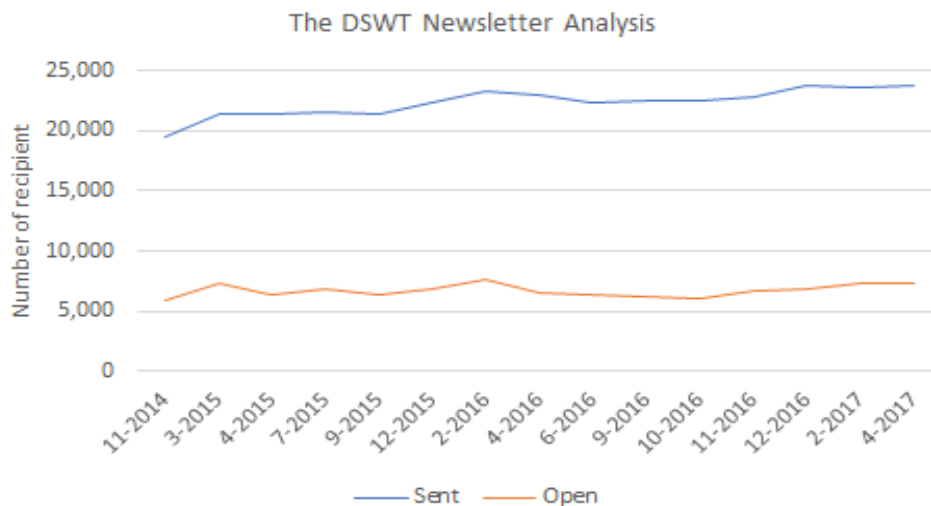


Figure 2.2.2.c: Number of weekly newsletter recipients vs. total emails opened, US

Bounce rates are the number of emails that are unable to be delivered to the address due to changes in jobs, inactivity, and/or human error. Emails sent in late 2016 in the UK had a higher bounce rate than those sent mid-2016. Unsubscribe rates were generally low (about 1%), and very few emails were reported as spam (see Figure 2.2.2.d). In the US, bounce rate has been decreasing from an average of 3.5% in 2015 to around 2% during the first two months of 2017.

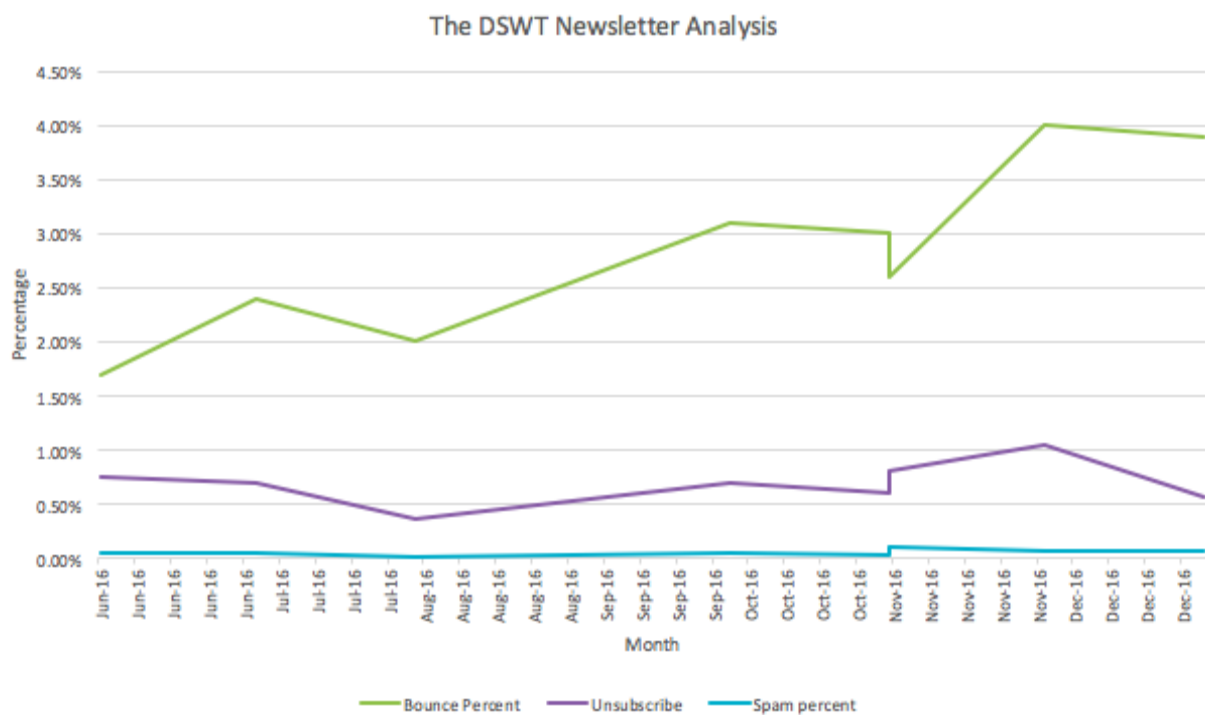


Figure 2.2.2.d. Percent of bounced emails, unsubscribes, and spam alerts for the Trust's UK email list

Social Media

Below is a summary of Social Media platforms that the Trust actively manages today:






	Posts	Engagement & Audience	Avg Posts (3 Months)	Post Avg Response (3 Months)	Main Message
	2,319	525,810 Followers 78,584 talking about DSWT 4.9/5 star rating (569 reviews) All demographics	1-3 / day	5,000-10,000 likes 50 - 70 comments 200 - 300 shares	Orphan care: “Giving orphaned elephants a family and a future.”
	2,353	273,000 Followers 23,253 mentions "#dswt" Younger (18-29), urban, affluent	1-3 / day	10,000 likes	Nursery and fostering programs; through orphan personal stories
	8,744	55,700 Followers Younger (25-34), urban, affluent	2-10 / day	600 favorites 280 retweets	Quick facts, news, events, and ways to donate to DSWT
	7	1,524 Followers Professionals (UK, US)	~1 / 2 months	< 50 likes	Nursery and fostering programs, through orphan personal
	262	32,420 subscribers	~1/week	Highly Variable	Mostly: Visuals to the rescues of ‘baby orphans.’

Table 2.2.2.a: DSWT social media platforms’ analysis

DSWT heavily relies on Facebook to communicate their field operation stories, with no current investments in Facebook advertisements. The Trust engages their Facebook audience mainly with stories from the orphanage. Analysis of reach trends revealed a decline in the beginning of 2016 which could be due to changes in Facebook’s algorithms; thus, it was not taken into consideration in our recommendations. It was identified that the Trust reaches a larger audience on Sundays and Mondays, while Friday was found to be the day with the lowest reach (more than 10% lower than Sunday). The Trust has been increasing the number of videos posted and those posts received higher engagement in 2016 compared to 2015.

The Trust’s Instagram account is operated from the US and considered as a platform for engaging younger audiences. Circulated messages focus on personal stories of orphan elephant calves and incorporate specific links. As Instagram does not allow for active links within individual posts, this requires the follower to copy and paste the URL onto a web browser. The only area DSWT is able to have an active link is on their bio page, which includes a link directing people only to the Trust’s foster page.

DSWT utilizes Twitter to share frequent news updates, quick facts, and ways to donate. The posts incorporate a large number of photos and videos, similar to the Facebook posts. Occasionally, the account mentions the partnership between DSWT and KWS and their subsequent efforts.

The Trust maintains a LinkedIn account as well. Although it is currently not actively operated, the US office has expressed their commitment to develop this tool.

The Trust owns two YouTube accounts, however one has not been active for several years.


	YouTube Account	
Title	dswtkenya	The David Sheldrick Wildlife Trust
URL	https://www.youtube.com/user/dswtkenya	https://www.youtube.com/user/thedswt
Activity	Yes	No

Table 2.2.2.b: YouTube account information

YouTube is used to post a variety of videos regarding their rescue operations, other on-the-ground activities, and campaigns. DSWT's active account includes over 150 videos and a playlist organized by topics that correlate with the Trust's different projects. All projects are referred to except for their community engagement efforts.

As with DSWT's websites, their YouTube account refers users to their null Google+ page.

Publications

Self-generated content

DSWT frequently publishes fact sheets, newsletters and project overview reports on *ISSUU*, a free electronic publishing platform. While DSWT's website is linked to *ISSUU*, their social platforms are not tagged; and there is also no direct link to the *ISSUU* account from DSWT's website or social media platforms.

On this platform the reports can be organized based on topics into folders, or "stacks". The Trust provide 2 stacks for aerial surveillance reports and mobile vet unit reports. However, there are many additional reports for the anti-poaching and community outreach efforts that the Trust publishes that are not filed in the same way making the access to these files more difficult.

There are no separate folders for annual reports.

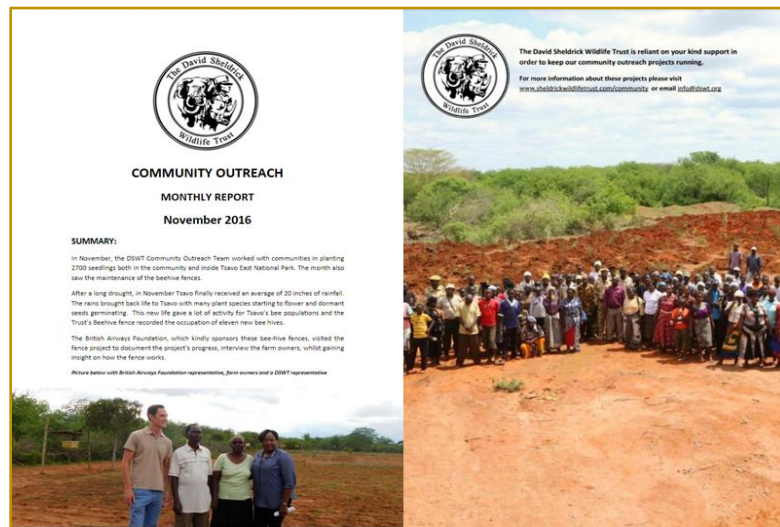


Figure 2.2.2.e: Example of a DSWT report lacking referral to social media platforms

Earned Media

DSWT has been cited and referenced on major publications and films in the last five years. Platforms in which they are featured include newspapers, scientific journals and travel blogs.

Examining DSWT's coverage revealed that most of the content specifically relates to the orphans, followed by issues of ivory trade and poaching. These two main topics were covered by the following publications:

- The Orphans: Boston Globe; Daily Mail; Daily Telegraph; Fair Observer; Huffington Post; NY Post; Nat Geo; People
- Ivory & Poaching: Daily Mirror; Denver Post; New York Times; NY Daily News; The Guardian; USA Today; Wall Street Journal; Washington Post; Newsweek; The New Yorker.

Similar trends are seen in their film features where approximately 50% of the content focuses on the orphanage. Lastly, the Trust has earned coverage on individual blog posts and travel websites. Both, again, revolve around the orphanage and do not promote or mention other programs of the organization.

Offline Activities

Orphanage Visits

The Trust's main offline public outreach takes place in Kenya. DSWT's orphanage is the #1 attraction in Nairobi according to TripAdvisor. People come from all over the world to visit the orphanage during a strict timeframe (11am-12pm UTC) to see the elephants take a mud bath. Visitors frequently share their pictures and videos on various media platforms, such as Facebook, Twitter, and/or Instagram, and tag the Trust or use a hashtag. However, the Trust is often mentioned

by various inaccurate names (e.g. The David Sheldrick Sanctuary, Sheldrick Elephant Orphanage, David Sheldrick Animal Rescue etc.). Not only does this hinder the Trust's efforts to brand itself, but it also indicates a problem in communications with the public. The public does not remember the correct name and does not have it available when posting about it later. Additionally, the Trust does not keep records of the Kenya visitors so there is no personal or demographic data to analyze or follow up on.

DSWT Planned Events

The US office hosts 5 intimate "meet & greet" events per year, in cities where the Trust has strong support (e.g. LA, Miami, Chicago, San Fran, NYC, Dallas). These events are advertised via email using their existing listserv, and is separate from the regular scheduled emails. This opportunity allows current supporters of the Trust to put a face to the organization and engage with the staff; and DSWT is able to build upon the relationship they have established through their communication efforts. The UK office hosts a fundraising gala in London approximately once every two years. The last event in 2015 attracted 150 people. Additionally, both offices host film screenings and talks to engage and attract new and existing supporters. The office also undertakes various fundraising sessions, attends festivals, and holds educational talks in schools.

In order to generate new audience, both the US and the UK office sponsor the Enormous Elephant Run. The US office conducts the run in November and the UK office in June/July. Neither office hosts professional events (i.e. workshops, panels, etc).

DSWT Event Attendance

As it stands today, event participation is not within the scope of the Trust's practices. Neither representatives from the US, UK, or Kenya offices regularly attends conservation conferences.

Other

DSWT's printed communications include pamphlets and hard-copied appeals sent biannually to UK supporters. These are also distributed during their gala and marathon events in the US and UK.

Additionally, the Trust communicates indirectly with its constituents through celebrity endorsements. A consistent supporter is Kristin Davis, with occasional endorsements by other prominent figures (e.g. Chelsea Clinton, Jimmy Fallon, Yao Ming, Keira Knightley). There is currently no designated section on the DSWT website to showcase celebrity support.

Finally, the Trust is partnered with several firms to raise funds and awareness. The Trust maintains only a select number of corporate partnerships such as J.Crew.

2.2.3 Messages and Content

The Trust has accomplished remarkable achievements throughout the years of its operation in Kenya. Conversations with DSWT staff and a survey of their website and reports indicate that the Trust takes great pride in its work. Below is a summary of our understanding with regard to the kind of messages that the Trust would like to convey (Table 2.2.3.a):

DSWT Intended Messages	
Orphan's Project	Orphans are nurtured utilizing hard-earned knowledge and experience until they are ready to be reintroduced to the wild
Mobile Veterinary Unit	Rapid veterinary response saves lives but is lacking, especially in remote areas
Aerial Surveillance	The importance of Aerial surveillance in supporting ground teams
Anti-poaching	Releasing rehabilitated animals to the wild without lowering poaching levels is futile
Saving Habitats	Securing and conserving habitat is key to sustained protection of wildlife
Community Outreach	Building a sustainable relationship between local communities and wildlife is a key aspect in conservation. To achieve this, livelihood and education standards of communities need be improved

Table 2.2.3.a: DSWT's intended message

Our team's analysis of current digital posts revealed a strong emphasis on the orphaned elephant calves with detailed personal stories captioning their experiences. While there are some posts that regard the veterinary unit, anti-poaching efforts, or stories of orphan reintegration to the wild, these posts are far less frequent.

The Trust's Facebook, Twitter, Instagram and LinkedIn accounts were examined to identify which platforms posted content that portrays other DSWT projects (i.e. non-orphanage related content). The results showed that content depicting the work of the Anti-Poaching team is mentioned in all of these platforms. However, other projects are mentioned only partially in these platforms. Our findings are summarized in Table 2.2.3.b.

	Mobile veterinary units	Anti-poaching teams	Aerial surveillance team	Saving habitats	Community outreach
Twitter	Yes	Yes	No	Yes	No
Facebook	Yes	Yes	Yes	Yes	Yes
Instagram	No	Yes	No	No	No
LinkedIn	No	Yes	Yes	No	No

Table 2.2.3.b: Social media platforms' references to DSWT's non-orphanage projects

It is important to note that on all social media platforms, the posts that receive the most attention are the photographs and videos of orphans playing, feeding, and interacting with people. Notably, some of the language used to caption the photographs and videos on any of the online media platforms is emotive in nature. Referring to the orphans as “baby elephants” has been a common diction decision which presumably adds to the audience’s ability to humanize the animals. Table 2.2.3.c, for example, illustrates the 10 most popular posts, which all involve an orphaned calf either in dramatic distress or a heart-warming emotional scene.

While humanization of the orphans is an excellent technique to encourage donations and digital interactions with DSWT posts, it does not necessarily provoke images of DSWT as an expert in wildlife management.

# of People Engaged	Date	Image Description
196k	6/26/2015	Very injured orphan
108k	7/7/2015	Dead orphan - message that told how he died
80k	11/10/2015	Two playful orphans and their keeper
66k	2/14/2015	Orphan and keeper celebrating valentines
65k	10/13/2015	Ex orphan that gave birth
59k	7/30/2015	5 elephants killed and an orphan rescued
59k	11/19/2016	Orphan “hugging” an ostrich
55k	12/20/2015	Orphan and Dame Daphne
54k	7/7/2015	Calf with a before and after injury on leg
53k	3/17/2015	Ex orphan and her calf

Table 2.2.3.c: Ten Most Popular Facebook Posts in 2015

The abovementioned approach has proven to generate a high level of engagement from the general public. Social media interactions between users and the Trust is highly dominated by user’s affection to the orphans or an emotional response to their distress. Many users connect with the message and indicate their want to know more about the story and receive updates about how the is elephant doing.

2.2.4 Audience

DSWT’s messages are aimed towards various demographics by utilizing a wide range of social media tools and other communications. Twitter and Instagram reach younger audiences (53% and 35% of users are 18-29 years old respectively) with higher percentages of urban, affluent followers than other platforms; Facebook, emails, and YouTube reach audiences from across all demographic categories; and LinkedIn helps reach entrepreneurs and professionals (the most represented job function in this platform), especially from the US and UK (both in the top three countries in terms of LinkedIn users). Thus, DSWT’s current audience is of a range of demographics, having an inclination to respond to emotive messaging. This audience is crucial to DSWT’s operations from both a budgetary perspective (see section 2.2.5: Donations by source) and as a tool to increase awareness. While designing DSWT’s new communications plan, current audience remained central to all public outreach efforts.

Facebook is the only social media platform that provided comprehensive reliable demographic information of DSWT’s audience. This detailed analysis is seen below.

Over the past quarters, the Trust’s followers have steadily grown from 235,000 at the beginning of 2015 to around 530,000 at the beginning of 2017. Throughout this time, the Trust has experienced an 11% average

quarterly growth of its total number of followers. Currently, seven countries account for 61% of the Trust's followers. The US and the UK are the countries with the largest audience, and India is the country with the largest audience growth over this period of time.

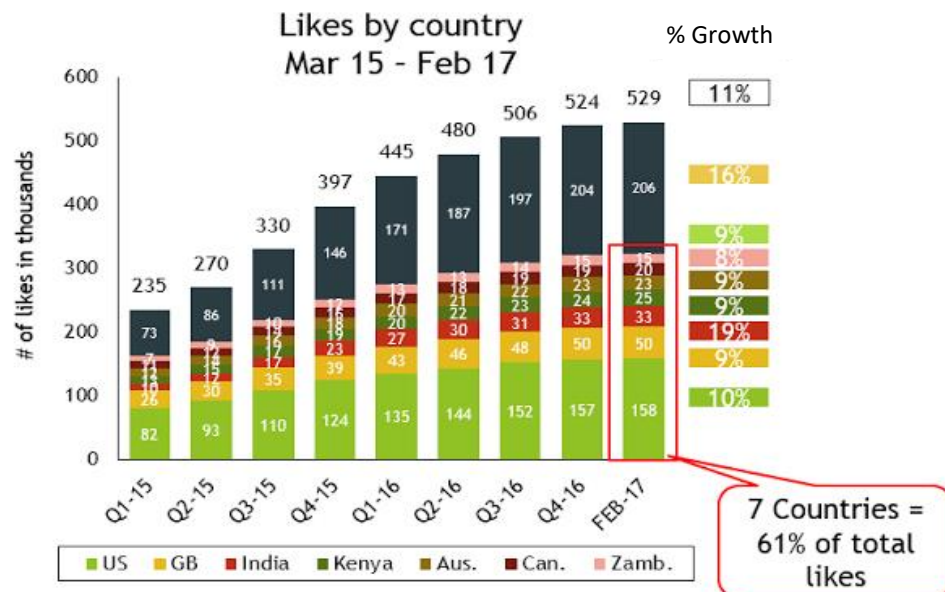


Figure 2.2.4.a. Progress of DSWT Facebook followers (March 2015 - Feb 2017) divided by main countries

Currently, 65% of the Trust's female audience is older than 35 while there are only 48% of the male audience in the same age range (see figure 2.2.4.b). This indicates DSWT is reaching a wide range of audiences and their content may start to be more appealing for males within the younger generation.

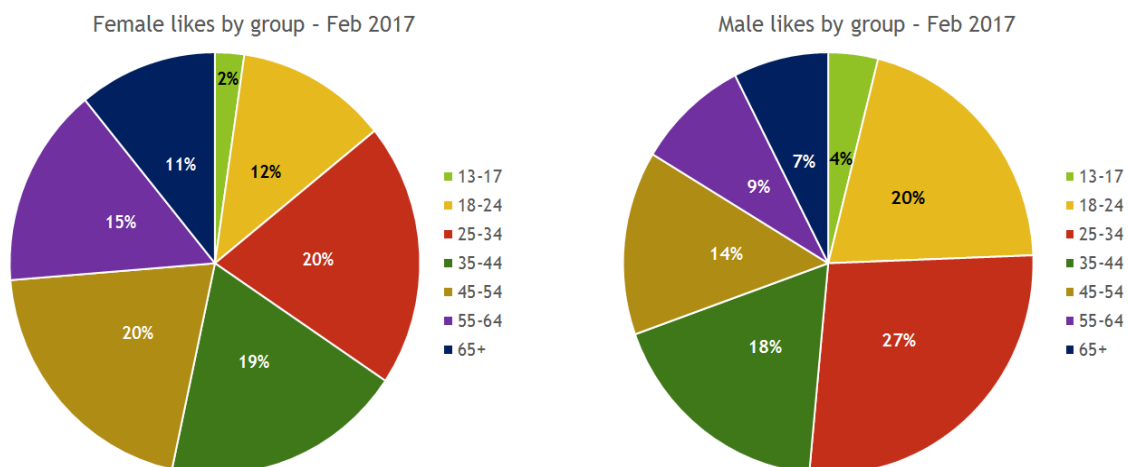


Figure 2.2.4.b. Breakdown of DSWT followers by age and gender.

2.2.5 Donations by source

Finally, the Trust's donation sources were analyzed. From the research, it was found that almost 85% of the donations are linked to the orphanage, which reinforces its overall importance for the Trust. Second, almost half of the donations comes from the visit to the orphanage or existing supporters. This illustrated that the organization relies on the orphan's project as a main source of contributions; thus, the recommendations needed to encompass their current supporter base to build upon their financial success.

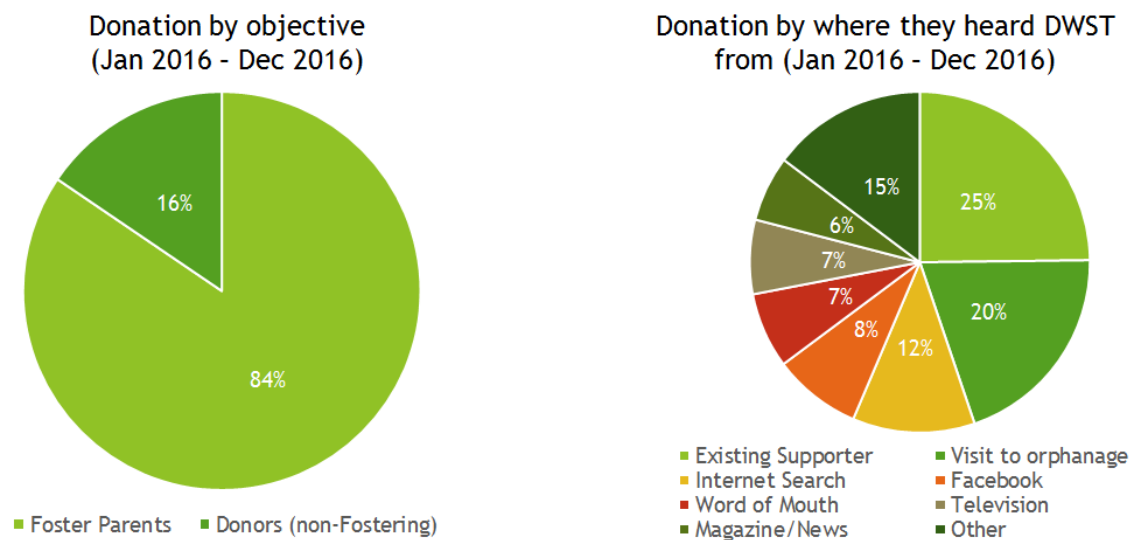


Figure 2.2.5. Donations by source

2.3 Comparative Analysis

To determine best practice, eight peer organizations were identified to conduct the comparative analysis. Those organizations include three international wildlife organizations (WWF, WCS, Wild Aid), three who work locally in Africa (e.g. African Wildlife Foundation, Wildlife Direct, Tusk Trusts), and two non-profits focused on elephants (e.g. Save the Elephants, Elephant Voices). Analysis of these peer organization's communication platforms provided insight about their messages, target audiences, and overall strategies.

2.3.1. Overview of Peer Organizations

Table 2.3.1. below shows an overview of the eight organizations, including their size (as indicated by their annual revenue), their geographic reach and focus areas, and key messages as gleaned from their mission statement.

Organization	Size indicator (Annual Revenue)	Geographies	Focus Areas	Key Messages
WCS	~ 330M	International	Wildlife and wild places	Stand for wildlife
WWF	~ \$305M	International	Food, climate, wildlife	For a living planet
WildAid	~ \$208M	International	Wildlife	When the buying stops, the killing can too
AWF	~ \$36M	17 African countries	Wildlife	To ensure the wildlife and wild lands of Africa will endure forever
DSWT	~ \$9.6M	Kenya	Elephant	Giving orphaned elephants a family
Tusk Trust	~ \$5.6M	18 African countries	Wildlife, environment, community	Keeping up the fight
Save the Elephants	Not available	25 countries in Africa and Asia	Elephant	To protect, preserve, educate and develop man's relationship
Elephant Voices	Not available	International	Elephant	For campaign: Every tusk costs a life
Wildlife Direct	Not available	Kenya & The Democratic Republic of Congo	Wildlife	Saving endangered animals

Table 2.3.1. Relative size of comparable organizations

2.3.2 Peer Communication Efforts

WCS, WWF, and WildAid all work on an international level to conserve wildlife and their habitat. While WCS and WWF work on projects ranging from habitat restoration and public education to finding solutions for human-wildlife conflicts, WildAid is focused on combating illegal wildlife trade. WCS is uniquely

involved in wildlife rehabilitation and medicine through their extensive zoo system, and are also involved in reintroductions of animals into the wild.

African Wildlife Foundation (AWF), Wildlife Direct, Tusk Trust all work in Kenya and/or have other offices within the African continent. The organizations work on a variety of projects ranging from community empowerment to anti-poaching, while trying to accomplish their ultimate goal of conserving wildlife. All three organizations collaborate with other non-profits and government entities, especially Wildlife Direct.

Save the Elephants, and Elephant Voices focus their efforts protecting elephants. They also collaborate with other non-profit and government organizations but they also have strong research programs.

Some of the listed organizations have partnerships with one another on various projects, but DSWT was not listed on their website's partner page. Internal data related to peer organizations' communication best-practices and strategies was not available for analysis. Thus, publicly available information, namely social media outreach efforts and coverage by online and printed media, was our source of examination.

Social Media

The overall reach on Facebook, Twitter, and Instagram of the eight organizations were examined and how DSWT stands in comparison (see Figure 2.3.2). The analysis revealed that an organization's size (as estimated by its annual revenue) does not correlate with the number of followers it attracts on these social media platforms. For example, even though WCS is the largest of these organizations, DSWT's efforts on all three platforms are higher in number of followers. This indicates that different organizations are prioritizing their social media outreach differently within their communication strategies.

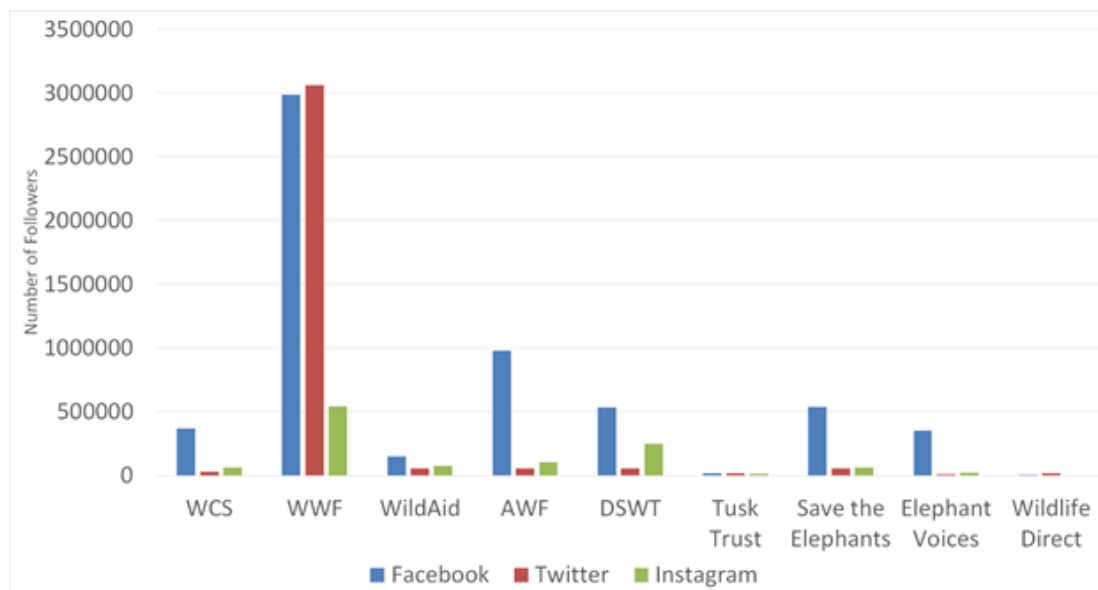


Figure 2.3.2. Number of followers in social media of other organization. Facebook is the main channel used by all organizations, except for WWF which focuses equally on Twitter.

Publications

To better understand where conservations regarding wildlife threats were taking place, online publications mentioning the eight peer organizations were examined. The environmental threats that the team focused on were climate change, human-wildlife conflicts, habitat loss, and poaching.

An online search for these four key search terms in conjunction with the peer NGOs revealed that coverage is done by multiple prominent newspapers, both in the US and the UK:

The infographic is titled "PEER ORGANIZATIONS: Coverage & Earned Media" and features a silhouette of two elephants at the top left. It is divided into three sections: "NEWS", "BLOG", and a bottom section for "CLIMATE CHANGE | POACHING | HABITAT LOSS | HUMAN WILDLIFE CONFLICT".

Category	Coverage
US	National Geographic, The New York Times, CNN, The Herald, The Huffington Post, The Business Wire, Science Direct, Forbes, Africa Science News, Science Daily, phys.org, The Guardian, TIME, People
UK	BBC, The Telegraph, The Independent International Business Times UK, Evening Standard, The Guardian
BLOG	IISD, Mongabay.com; IUCN blog, Nat Geo blogs, The Dodo, EIA blog, globalanimal.org; Eureka (news release)

CLIMATE CHANGE | POACHING | HABITAT LOSS | HUMAN WILDLIFE CONFLICT

Types of publications that contained related information to the four key environmental threats include: professional papers discussing scientific research, field methods, legal or policy work, staff lectures and events, and review of campaigns. Interviews with staff, op-eds, self-reported fieldwork, collaborations, breaking news, and mentions of celebrities involved with these organizations were also frequently encountered. All organizations produced press releases, which were published on their own websites, are particularly important as these written works can be utilized by journalists and bloggers, which will be circulated further increasing the organization's exposure and support.

Blog posts were also found to be major avenues for communication of the four key issues. These included private blogs, organizations' blogs (e.g. IUCN, IISD) and ones that recycle news releases from other sources. For example, National Geographic has specialized "Voices" blogs such as Voices for Wildlife, A Voice for Elephants which featured multiple stories on related subjects.



PEER ORGANIZATIONS: Earned media

TOPICS

- **Professional:**
 - Scientific Research
 - Methods & Expertise
 - legal/ policy
 - Campaign review
- **Op-eds**
- **Interviews with staff**
- **Events**
 - Lectures by staff
 - Special Days
- **Reporting**
 - Field work
 - Collaborations
 - Annual Reports
 - Press releases
- **Celebrity raising awareness**

Other

Peer organizations' communication avenues also include celebrity endorsements (e.g. WildAid), radio, television, and films (Harmon, 2016). Another common avenue of communicating is to organize events and give lectures (e.g. ElephantVoices) (ElephantVoices News Blog, 2017). Additionally, organizations such as Elephant Voices, WCS and WWF post their annual reports online for public review.

Interviews with representatives of NGOs, journalists, and governmental agencies were conducted. The goal of these interviews was to learn what are considered best practices by various professionals in related fields, how they find experts, and which form of communication platform and/or publications they frequently use.

From these interviews, the following key observations were collected:

- Generating professional content and participating in conferences portrays and develops leadership. In particular, initiating professional events is common for demonstrating expertise. One communications manager mentioned that conferences, reports, and papers are the most effective way to engage with policy makers and major stakeholders.
- Providing news “hooks” are an effective way to increase media attention. Examples of these “hooks” include showing offered solutions for a difficult problem, emotive stories for personal connections, and day-to-day field work.
- Long-form articles are favorable when an organization wants to clearly communicate complex issues of their work.
- Engaging in regular column writing in newspapers can be a powerful tool to regularly reach out to a wide audience.
- Animation is an increasingly popular tool to communicate complex issues to the public in an effective, easy manner. It is used by many distinguished organizations today, including the UN.

2.4 Gap Analysis

There are several ways to conduct a gap analysis for organizations and most involve following the steps of established strategic planning frameworks. These include McKinsey's 7S framework, BCG's Growth Share Matrix, or the Strengths Weaknesses Opportunities and Threats (SWOT) framework. Although they differ in the steps to conduct the analysis, all three address internal and external factors that can affect an organization.

For the purpose of our analysis, the 'SWOT' framework was utilized. Under this guideline, the analysis was divided into 4 categories; strengths, weakness, opportunities and threats. The 'strength' and 'weakness' categories were used to assess the internal capabilities and recent performance of the Trust's main communication components. Under the 'opportunities' and 'threats' categories, market trends and messaging of peer organizations were examined.

2.4.1. SWOT Framework – Internal Capability Assessment

Strengths

In this category, the team has identified strengths of the DSWT that can help deliver the Trust's message across the different range of its stakeholders and help them differentiate themselves from other organizations.

(1) Field experience: For decades, the Trust has developed an integrated approach in rescuing and successfully rehabilitating orphaned wildlife. The various programs that the Trust manages form a wholesome process for wildlife conservation. Several highly respected academic journals, including Nature and Science Direct, have used DSWT experience to understand some of the main behaviors of African large mammals that are key to conservation efforts.

(2) Large scale reach through media platforms: The Trust's Facebook audience has more than doubled during the past two years from 235,000 followers to more than 500,000. This has allowed the Trust to become one of the most followed wildlife conservation NGOs in Africa, just after African Wildlife Foundation and Save the Elephants Foundation. In addition, the Trust has developed a large number of followers in other platforms such as Twitter and Instagram reaching additional audiences. The DSWT has over 230,000 followers in Instagram and more than 50,000 in Twitter.

(3) Visibility in important media channels: DSWT has been cited in leading news broadcast channels such as Britain's BBC or America's CNN channels. National Geographic, Times Magazine and The American Museum of Natural History are some of the other publications and institutions that cited and recognized the Trust's work.

(4) Regional expertise: DSWT's knowledge, experience, and trust they gained over the 40 years collaborating with other NGOs, government entities, and local communities positioned them to become experts in the area. This is something that cannot be easily accomplished or replicated.

Weaknesses

In this category, the elements that need to be strengthened were identified. This will ensure that our recommendations with regard to the Trust's communications can be successfully implemented.

(1) Difficulties in coordination: The Trust's communication efforts are not clearly structured and documented. The on-the-ground emergencies to save lives takes precedence over creating communication protocols, making office records, or updating the international offices. This causes communication gaps resulting in delays in important updates from the Kenya office that is vital for media efforts.

(2) Message revolving around the orphans: DSWT is more frequently recognized as an elephant orphanage, and not well recognized for its unique capabilities and expertise in wildlife conservation as a whole. The Trust's main media platforms are highly dominated by messages appealing to the emotion with compelling cute photographs. This content has traction and is thus very important to the Trust; 85% of the donations received by the UK office are related to orphan fostering program, in which the public is invited to 'foster' a particular animal by providing periodical monetary support for its care. This implies the Trust's strong dependence on the delivering the orphan message to the public. Popular use of the terminology "baby elephant" to refer to the orphaned elephant calves also appeals to the heart of the wide audience, yet does not support the Trust's professional image.

(3) Strong reliance on social media: Although the Trust's social media communication has seen strong success, it does not have a strong diverse communications platform. When compared to other organizations, the Trust does not attend or participate in as many events as they do. In addition, other organizations often send out press releases and publish in blogs as a way to circulate their message.

(4) Minimal audience segmentation: Despite having very diverse audiences, the Trust does not tailor their messages to better reach specific audience segments. Therefore, DSWT is not communicating topics that would be of particular interest to specific segments, which can help diversity their audience and illustrate to their current audience of other initiatives they do.

2.4.2. SWOT Framework – External factors assessment

Opportunities

In this category, potential opportunities for the Trust to venture to strengthen their communication plan were identified.

(1) Increase follower engagement: As previously mentioned, the Trust has been very successful in expanding its followers on social media (Facebook: 530,000 & Instagram: 240,000). The Trust can leverage their current social media followers to direct them to explore more of the Trust's different platforms. For example, by sharing links of the website of Instagram in Facebook can help the followers increase the time they spend sharing DSWT content. We will explore this opportunity in more detail in our recommendations.

(2) New NGO partnerships: The Trust can expand and develop new partnerships with organizations that will be mutually beneficial. Establishing these kinds of relationships will allow DSWT to share information and expertise to make a bigger impact on African wildlife. This can also lead to DSWT being invited to relevant conferences.

(3) Additional communication channels: The Trust can start writing and circulating more of their own written work such as op-eds, press releases, and white papers. These are common work experts utilize to express their own opinions and stances on certain conservation issues and methods. Sharing DSWT's expertise through this form of communication will help the Trust position themselves as leaders.

(3) Segment audience and tailor messages: Currently, the Trust only segments its communications by channel but all of the audience receive the same message within the same channel. DSWT can develop more personalized and appropriate messages for the diverse audience that follows them.

Threats

In this category, external factors that can pose a threat or a risk to DSWT were recognized.

(1) Increase in copy-cat organizations: The Trust faces threats from a rising number of copy-cat organizations that do not have the field experience the Trust's has but claim to be experts in this field. This leads to donations, awareness, and support going to an organization that is not as successful as DSWT. For example, we found that the International Fund for Animal Welfare had partnered with the Lilayi Elephant Nursery in Zambia which was set up in 2008 by the David Shepherd Wildlife Foundation.

(2) Limited space for recognition: There are many wildlife organizations, and some are bigger and have a large supporter base. The Trust to compete for recognition and clearly distinguish themselves as something an organization that is approaching wildlife conservation in a unique way and is successful.

2.4.3. Summary of Gap Analysis

The following figure (Figure 2.4.3.) summarizes the main findings of the gap analysis we conducted.

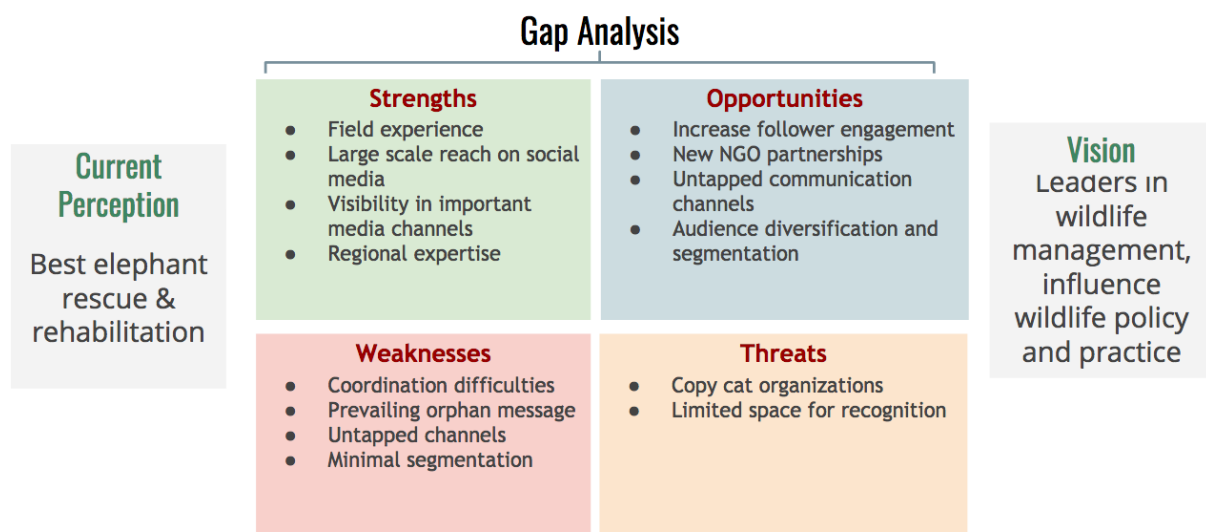


Figure 2.4.3. SWOT Analysis

RECOMMENDATION

3

3. RECOMMENDATIONS

Insights gained from the research the team conducted were synthesized and consolidated to develop a communication strategy. Eight engagement actions were where each are tailored towards desired audience segments, in addition to general recommendations that involve new and current audiences. To allow successful and efficient implementation of these recommendations, six organizational development initiatives are suggested.

Key performance indicators were created to measure the success of implementing the recommendations, as well as an estimated budget to give the Trust an idea of what kind of funds may be necessary.

3.1 Principles

The recommendations in this chapter are based on a few fundamental principles:

- Maintain client vision: crafted recommendations to position DSWT as leaders in wildlife management in order to influence policy and practice of wildlife rehabilitation and conservation
- Maximum ROI: included methods and approaches that will generate the highest rate of return on investment as defined by DSWT (e.g. increase in publication features and invitations to attend conferences and panels)
- Lower investments first: prioritized according to the intensity of investment in terms of time and finances.
- An “AND” approach, not an “OR”: maintain traction and success of current DSWT communications efforts while leveraging to target particular audiences, diversifying platforms and practices, and tailoring messages.
- Maximize efficiency: deliver messages to desired public, with regard to internal processes within the Trust.

3.2 Target Audience: Description and Reasoning

In addition to the Trust's current followers, engaging new audience segments would help position DSWT as a leader in wildlife conservation. Research revealed three primary audience segments to focus: Millennial students, NGO leaders, and academics.

The Millennial Student

Millennial students include undergraduate and graduate students aged 18-28. This audience has specific interests in environmental studies, climate change, sustainable development and conservation.

They are part of the largest audience segment and the future leaders who are cause driven. Millennials are also a pipeline investment; as this audience segment matures their support for the Trust evolves where they will be able to share, network, and fund the work DSWT conducts. Therefore, when DSWT reaches millennials, they are ensuring that the awareness and support for the organization will continue with years to come.

The NGO Leader

NGO leaders of executive and managerial status of wildlife organizations who work globally (e.g. WWF, WCS, WildAid, UNDP, UNEP), locally in Africa (e.g. AWF, Wildlife Direct, Tusk Trusts), or focused on elephants (e.g. Save the Elephants, Elephant Voices).

Building relationships with NGO leaders would raise awareness of DSWT's practices and facilitate knowledge sharing in the conservation community, and get invited to participate in conferences, panels, and workshops.

The Academic

Academics include professionals in the field of science (wildlife conservation, sustainability, animal behavior, biocultural conservation), and political science (environmental policy, environmental lawyers).

Academics are an important segment to target as they can use their influence to further validate any current or new practices being developed and promoted.

	1 MILLENNIALS	2 NGO LEADERS	3 ACADEMICS
WHO	Undergraduate & graduate students (Ages: 18-28)	Global, Africa-focused, elephant-focused	Conservation, Environmental law & policy experts
WHY	Largest audience, Future Leaders, Long-term support	Collaboration, Platforms for sharing expertise	Research collaboration
WHAT	"Call-to-Action"	DSWT's uniqueness and expertise	Regional expertise

Table 3.2. Summary of targeted segments description

3.3 Recommendations by Audience Segments

Current DSWT audience, millennial students, NGO leaders, and academics would all be engaged through new communications initiatives as outlined below. Recommendations under the new communications strategy were grouped into eight actions. While some recommendations touch upon all audience segments, others are segment-specific. Each initiative is categorized by the level of intensity it would entail, with some more complex than others.

3.3.1 Level of Intensity

In order to reach the target audience segments, it is dependent on the intensity of resources and capacity such as work hours, funds, and time to accomplish the actions. To make the recommendations easily applicable, they are outlined on a scale of resource intensity.

- Low intensity: recommended activities that DSWT could implement within current capacities and within a short timeframe.
- Medium intensity: recommendations that require a moderate amount of resources and will take longer to construct compared to the low intensity recommendations.
- High intensity: recommended activities that DSWT cannot complete immediately and will require extensive resources to construct.

INTENSITY OF RESOURCES AND CAPACITY	LOW	MEDIUM	HIGH
Additional resources and capabilities	No	Yes	Extremely
Additional FTEs	No	0-1	1-3
Time to achieve*	Fastest	Medium	Longest

Table 3.3.1. Additional description for the Low, Medium and High categories

*As the time to achieve each set of recommendations is dependent on internal factors within DSWT, including available resources and prioritization of tasks, a definite timeframe was not suggested.

3.3.2 Recommendations overview

Below is a graphic illustration of all eight audience engagement recommendations outlined by audience segment and level of intensity. This will guide DSWT to begin implementing the immediate & low intensity actions, while considering the feasibility and planning the implementation of the rest.

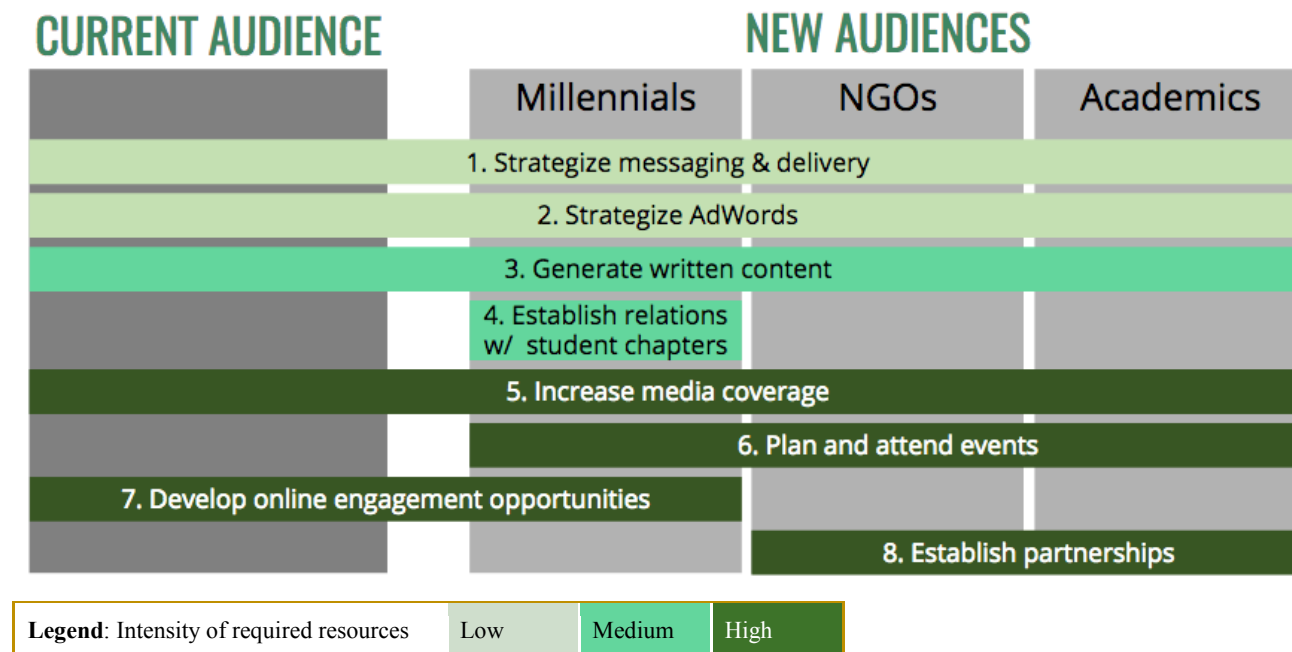


Table 3.3.2. Strategic map of the recommended actions

1. Strategize Messaging and Delivery

In order to reach target audiences in the most efficient way, this recommendation calls for strategizing message content, channels used for its delivery, and its timing and frequency to align with each audience segments' preferences as revealed from our research. While several recommendations are general, most are audience-specific based on each segment's life habits and interests.

2. Strategize AdWords

Research revealed that over 45% of traffic to DSWT's website is generated through paid AdWords. Even though this analysis was based on one month's data and necessitates analyzing long-term trends going forward (see Initiative #3: Build Analytics Capacity below), it seems that AdWords are an important source of website traffic. Thus, using them in the most effective way is key. Effective AdWords' usage includes adopting search terms most commonly identified with an organization such as DSWT (e.g. wildlife organization), as well as making sure that AdWords used are not only attracting an audience to DSWT's website but also result in followers staying for long durations of times. Otherwise, traffic achieved by AdWords could lead to erroneous conclusions if most of website entries result in people bouncing out of the website a few second later.

3. Generate Written Content

Original content generation would allow DSWT to penetrate professional communities, as well as voicing opinions on wildlife conservation issues. Authoring opinion pieces, policy papers (white paper), and press releases would allow DSWT to reach diverse audiences directly while ensuring a clear, consistent DSWT voice is heard. Pieces would be picked up upon by journalists, academics, NGO leaders, and other members of the population and have a potential to be referred and referenced in other publications. This is a crucial step in positioning DSWT as a leader.

4. Establish Relations with Student Chapters

This initiative is designed to specifically target the millennial students segment. By developing relationships with student chapters across the US and UK, students could be reached and knowledge of DSWT's field-operations and expertise could be shared. This investment could prove useful in cultivating lasting relationships with conservation and policy professionals of the future, as well as allow access to potential volunteers who could plan events on behalf of DSWT.

5. Increase Media Coverage

Just as original content generation allows reaching new audiences, increasing media coverage by journalists allows increased exposure through a reliable source. Featuring in renowned publications would position DSWT as notable conservation leaders and open opportunities for collaborations with peer organizations and engaging in policy.

6. Plan and Attend Events

Attending professional events would allow DSWT's representatives to build relationships and showcase their expertise through active participation. This would increase exposure to professionals in the conservation field, as well as attract media coverage. Planning events for which DSWT is responsible would have the added benefits of positioning DSWT as thought leaders and initiators. The Trust could also leverage events planned for content generation, publishing panel and conference proceedings. Overall, events increase visibility of the organization and position it as leader in conservation.

7. Develop Online Engagement Opportunities

Focusing on the millennial student segment, this initiative answers the research revealed preference of this audience to being actively engaged. Online engagement opportunities such as Q&A sessions and photo contests would cultivate relationships with this audience and disseminate knowledge on DSWT's operations. As opposed to live events, online outreach requires low resources from both DSWT and the audience and thus increases the chance for participation.

8. Establish Partnerships

Developing time-limited collaborations, as well as fostering long-term partnerships will allow information and expertise exchange that would ultimately enlarge conservation impact.

3.3.3 Millennial Students

Main Message: “Call-to-Action” - instructive messaging provoking immediate response

Best Channels to reach them:

- Social Media: Facebook, Instagram
- Events: Campus events
- Publications: Leading magazines

Messages: The messages should have an active tone to provoke a reaction to the content millennials are reading. This can include directing them to the organization’s website to learn more about DSWT’s projects, participating in their campaigns and/or events. This audience segment is very cause driven, therefore, by guiding their passion to act toward DSWT’s cause will cultivate the awareness and support the Trust aspires to achieve.

Strategize messaging & delivery (Low Intensity)

Instagram and Facebook were found to be the most relevant social media platforms to reach millennials. Based upon the research conducted by the team, Instagram and Facebook were identified to be the most frequently used communication platforms for this audience segment.

FACEBOOK

Account:

- *Link other social media platforms, campaigns, and newsletter sign-up*
- *Direct the audience and have them follow DSWT’s other social media platforms.* Currently, the millennials only have access to the Trust’s YouTube account, which is not heavily utilized. Connecting more frequently used social media platforms will be favorable. Also, connecting the millennials to the iWorry campaign and newsletter sign-ups through this platform will allow a way for them to engage with the organization.
- *Embed DSWT website into Facebook Tabs*
- *Enhanced engagement with millennials and redirection to DSWT’s website.* For example, when clicking on a campaign tab for AWF, it directs the audience to directly to that webpage of the organization’s website.

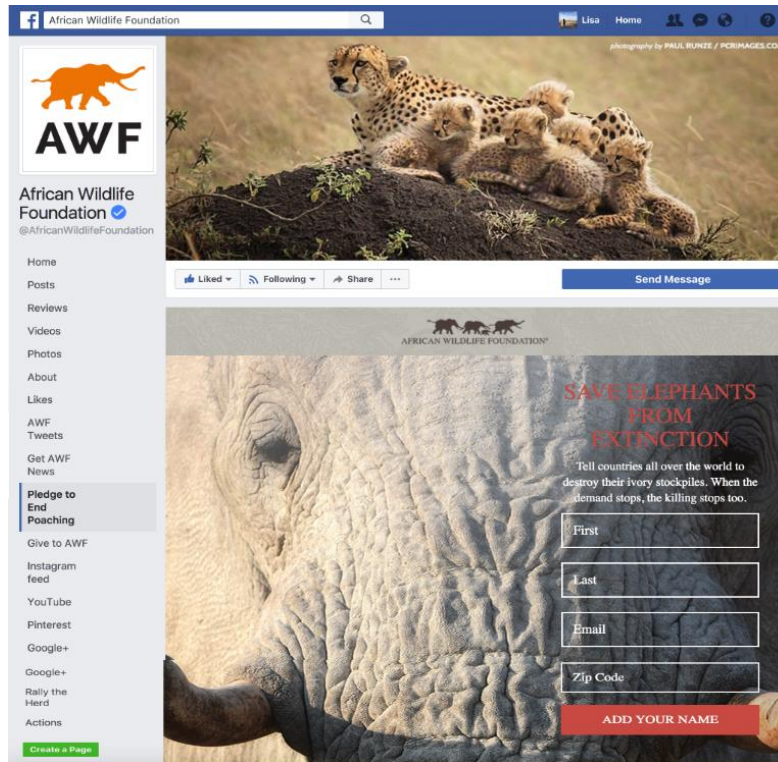


Figure 3.3.3.a. Example of Facebook tabs

Form:

- *Post strong visuals (i.e. compelling images from the field)*
- *Write short and compelling content*
- *Capture the audience immediately with captivating headline and have a brief but informative description of the post.* This will grab the attention of the millennials and prevent an additional action to have to click “see more” to get the rest of the information.
- *Redirect audience to DSWT website*
- *Provoke millennials to want to read more about DSWT efforts by shortening and write compelling content.* This is the perfect opportunity to put a link of the Trust at the end encouraging them to read more about the story.
- *Utilize Facebook Live when possible.* Provides an opportunity for millennials to put a face to the organization and engage with DSWT staff directly. The directors are especially encouraged to do a Live Q&A or help cover DSWT events as they are the best ambassadors for the organization.

Content:

- *Emphasize integrative approach*

- Reference how the veterinary unit, anti-poaching teams, aerial surveillance, habitat conservation, and community outreach helps address environmental issues, especially the ones that are most frequently being talked about at the moment (for current coverage of topics in social media channels see Table 2.2.3.b: Social media platforms' references to DSWT's non-orphanage projects).
- Speak to their intellect AND their emotions
- Content can include data, statistics, and/or methods for DSWT's successes in the description while capturing their attention with an emotion-triggering image.

Timing:

- Thursday and Friday have 18% higher engagement than Monday, Tuesday, Wednesday
- Saturday and Sunday have 32% higher engagement than Monday, Tuesday, Wednesday
- 1 p.m. higher rate of post sharing
- 3 p.m. higher rate of content clicks
- Generally, anytime between 9 a.m.–7 p.m. receives most user traffic

Facebook example of implemented recommendations:

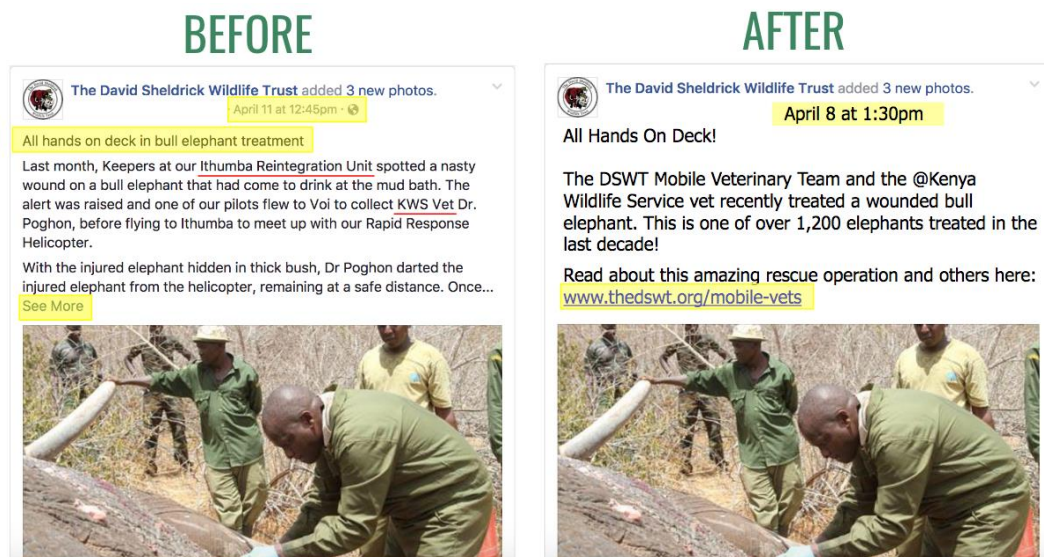


Figure 3.3.3.b. Example of recommended Facebook post adjustments: altered timing, shortened length, and modified phrasing

INSTAGRAM

Account:

- *Periodically rotate bio website link.* Opportunity to guide millennials to visit DSWT website or event registration.

Form:

- *Write short and compelling content.* Capture the audience immediately with captivating headline and have a brief but informative description of the post. Grab millennials' attention quickly and prevent the necessity to click "more".
- *Strong visuals (i.e. compelling images from the field)*

Content:

- *Emphasize integrative approach.* Reference how the veterinary unit, anti-poaching teams, aerial surveillance, habitat conservation, and community outreach helps address environmental issues, especially the ones that are most frequently being talked about at the moment (for current coverage of topics in social media channels see Table 2.2.3.b: Social media platforms' references to DSWT's non-orphanage projects).
- *Speak to their intellect AND their emotions.* Content can include data, statistics, and/or methods for DSWT's successes in the description while capturing their attention with an emotion-triggering image.

Timing:

- Audiences are engaged throughout the week, however, Monday and Thursday at any time other than 3–4 p.m. are when users are most engaged with images
- Videos any day at 9 p.m.–8 a.m.
- General best times to post on Instagram: 8–9 a.m., 2 a.m., 5 p.m.

Instagram example of implemented recommendations:

- *Before*



- *After*

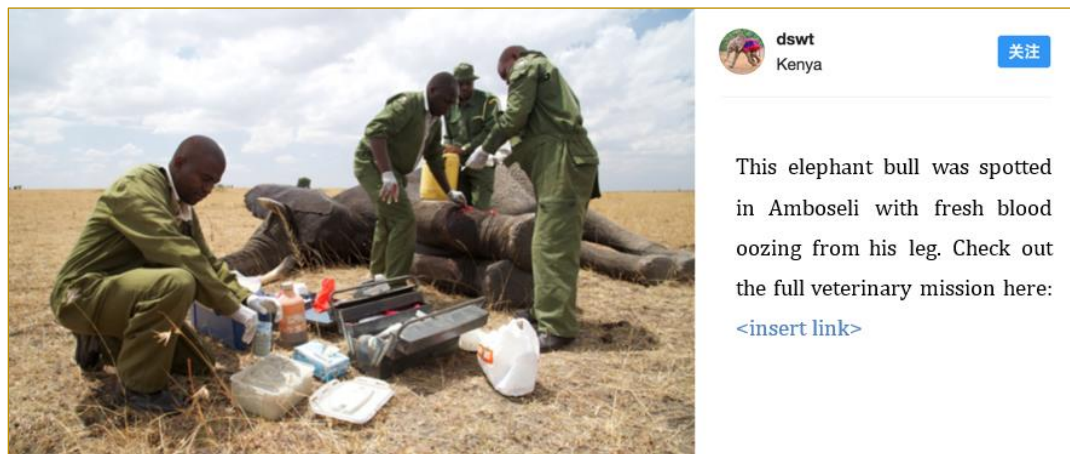


Figure 3.3.3c. Example of recommended Instagram post adjustments: shorter message but maintaining relevant numbers in the content

Channel	Frequency of Post	Max Weekly Posts	Time	Days of Week
Facebook	1 per day	10	1pm to 4pm	Saturday; Sunday
Instagram	1-2 per day	N/A	8am to 9pm; 2am	All days; Monday

Table 3.3.3.a. Post frequency recommendations in Facebook and Instagram

Strategize AdWords (Low Intensity)

See below under Additional General Recommendations.

Generate written content (Medium Intensity)

In order to establish DSWT's role as a leader and expert in wildlife conservation, and to attract interest from leading professionals in the field, we recommend that the Trust produce and circulate written materials such as white papers, Op-Eds, Blog posts.

Content guidelines:

- Emphasize integrative approach.
- Highlight peer corporations to deepen relationships as well as to communicate openness to such corporations in the future.
- Refer to the Trust's work in its variety of projects. Writing about the orphanage should relate to explain the connection to at least one other DSWT project: Vets, anti-poaching, aerial surveillance, securing habitats and community outreach.
- Call for Action.

For recommendations regarding the necessary capacity building to complete this recommended action please see below Recommendations for Organizational Development.

Op-Eds

Opinion pieces that can be reached by millions of readers, persuading and changing minds. It can also be used for public debates and influence policy. This is an efficient yet simple way of gaining recognition for the work that DSWT does compared to producing journal articles ("Media Relations" 2015). See Appendix B for the general structure.

To clearly distinguish DSWT from other Op-Eds, it is best to illustrate the Trust's impact on the local community and their regional expertise. Relating the Trust's programs to bigger causes (see Table 3.3.4.a. above: Popular environment issues in 2017 in the UK and US) will garner greater support for the organization's cause (Ariel, 2016).

Press Releases

Written material used to report an event or occurrence (Press Release Format Guidelines, 2017).

Best used for DSWT hosted events such as the meet & greets, elephant run, and gala. Can also be used to share new methodology and successes of the various programs. Can be shared on an academic press release platform such as Elsevier (Elsevier 2017). See Appendix B for the general structure.

White Papers

A powerful and useful publication to argue a specific position or pose a solution for an issue, which can assist in important decision making. When writing white papers, it can be assumed the readers have some knowledge on the subject that is being discussed (Michael 2010). See Appendix B for the general structure.

Establish Relations with Student Chapters (Medium Intensity)

The engagement with undergraduate and graduate students through social media can help leverage a relationship with student chapters such as the Society for Conservation Biology (“Society for Conservation Biology Student Chapters”).

Chapters provide a fun and easy way for their members to become involved in conservation activities at the local level. By joining a nearby chapter, the members can engage in on-the-ground conservation work, public policy, education from grade school to college, public outreach, and many other important and fun activities. Chapters also provide support and networking for their many diverse members who are scattered across the world.

The focus of student chapters can vary; some are in a single city, county, or campus while others cover broader geographic areas from state to national levels. Some also draw their membership primarily from students and faculty at academic institutions, practitioners and conservation scientists from many fields or are a healthy mix of both students and professionals. This leads to opportunities for DSWT to showcase their expertise at a professional event.

This can also spark an academic relationship that ties to other of our audiences, it showcases our expertise to other influencers such as academics (Hugh, 2016). Examples of chapters relevant to the work DSWT is conducting are listed in the table 3.3.3.b. below.

United Kingdom	United States of America
Humane Society Veterinary Medical Association	The Student Conservation Association
Student Animals and Society Institute	The Society for Conservation Biology
The Department of Fish & Wildlife Conservation	Student Legal Animal Defense Fund

Table 3.3.3.b. Examples of student chapters in UK and US

Increase Media Coverage (High Intensity)

Based on the research that was conducted, the following publications were identified as the best magazines to feature DSWT and their work to address environmental threats.

Name of Publication	Reasoning
TIME Magazine	<ul style="list-style-type: none"> • One of the most prestigious magazines in the world • One of the largest weekly presence globally • Regularly read by decision makers (e.g political leaders, cultural explorers, mass influencers, CEOs, senior management of companies) (Time Magazine Rate Card 2017) • Topics covered: health and science, politics, business, society and entertainment (TIME Magazine 2017)
National Geographic	<ul style="list-style-type: none"> • Trusted, unbiased long-form journalism covering topics that matter most to the audiences • International audience • One of the largest magazines to present audited data • Executive level employees and wide range of professional readership
BBC Wildlife Magazine	<ul style="list-style-type: none"> • UK's best natural history magazine • Readers consist of casual readers who are interested in wildlife but also scientists, conservationists, and wildlife employees • Audience are highly involved in wildlife related talks and lectures, conservation days/events (BBC Wildlife 2017)

Table 3.3.3.c. Publications to target for millennials

Plan & Attend Events (High Intensity)

Plan Events. Encouraging these targeted millennials to organize and host events in DSWT's name and mission is a low-cost method of reaching and engaging their peers on college campuses. It is important to note that it will take time to develop relationships with the students and will, at times, require personnel from DSWT to participate in the event.

Attend Events. It is also important for DSWT to inform its millennial constituents of relevant conferences they can attend or be involved with. See Appendix C for the potential conferences to attend.

Develop Online Engagement Opportunities (High Intensity)

Online sessions and contests

Creating online engagement opportunities allows millennials to engage with DSWT with minimal effort. This can be achieved through online Q&A sessions with staff members, writing and photo contests, or a fun quiz about the organization, such as the example shown below.

These efforts will allow the millennials to connect with the organization and learn about the Trust's efforts in an entertaining way.

When was David Sheldrick Wildlife Trust founded?

2 points

- ☐ 1975
- ☐ 1976
- ☐ 1977
- ☐ 1978

Where is the David Sheldrick Wildlife Trust located?

2 points

- ☐ Dodoma
- ☐ Nairobi
- ☐ London
- ☐ New York

Which one of the following is not DSWT's Project

2 points

- ☐ Anti-Poaching Teams
- ☐ Saving Habitats
- ☐ Orphans Fostering
- ☐ Global Penguin Society

How many African elephants are left in the world?

2 points

- ☐ 450,000 - 700,000
- ☐ 300,000 - 450,000
- ☐ 600,000 - 850,000
- ☐ 150,000 - 200,000

How many different types of elephants are there?

2 points

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4

What is the habitat of an African elephant?

2 points

- ☐ Desert
- ☐ Savannas
- ☐ River
- ☐ Rainforest

Why is Asian elephant going extinct?

2 points

- ☐ Poaching
- ☐ Habitat loss
- ☐ Brutal training
- ☐ Increasing food competitors

Figure 3.3.3.d. Example of an online contest

Which one of the following is African bush elephant?

2 points



☐ Option 1



☐ Option 2



☐ Option 3



☐ Option 4

What is the rhino's horn made of?

2 points

- ☐ Bone
- ☐ Keratin
- ☐ Cartilage
- ☐ Feather

How many black rhinos are left in the world today?

2 points

- ☐ Fewer than 2,500
- ☐ 5,000 - 10,000
- ☐ 25,000 - 50,000
- ☐ More than 65,000

Why do we need to save the elephants?

5 points

Your answer

What is the difference between Asian and African elephants?

5 points

Your answer

What do the rhinos use their horns for?

5 points

Your answer

How can we protect the endangered wildlife?

5 points

Your answer

Briefly introduce the Orphan's Project of DSWT.

10 points

Your answer

Figure 3.3.3.e. Examples of an online contest

Discussion and feedback platform

Reliability and accountability is an important trait millennials look for in NGOs. This requires DSWT to be transparent with their audience (Burger et. al 2015); therefore, it is recommended for DSWT to provide an avenue in which millennials can provide their feedback and engage in discussions with DSWT staff members. The examples for potential forums and platforms to be created on the DSWT website are shown.

Hancock Wildlife Foundation discussion forum example:

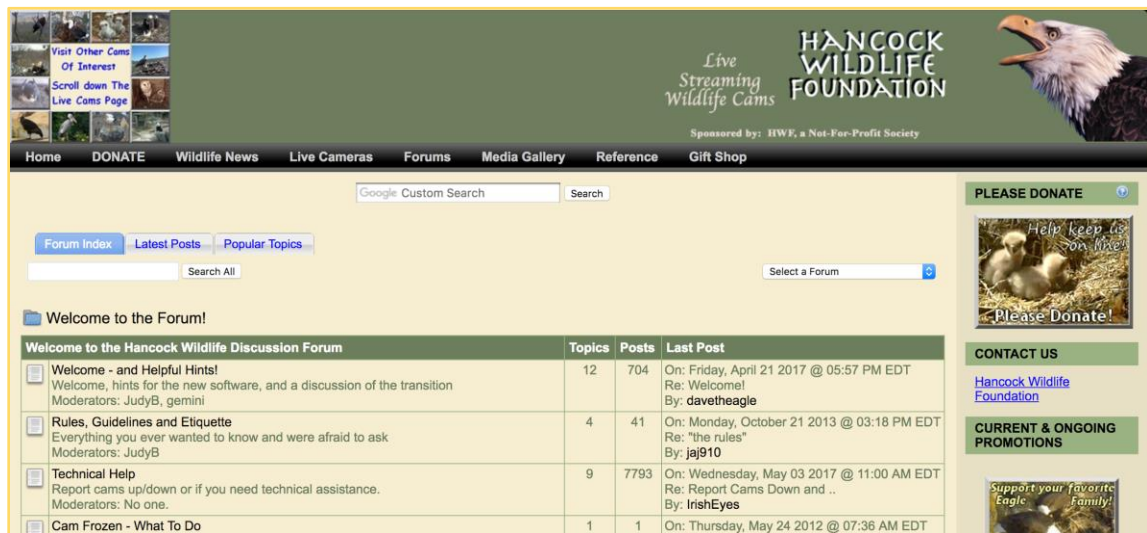


Figure 3.3.3.f. Example of a discussion forum

WWF feedback example:

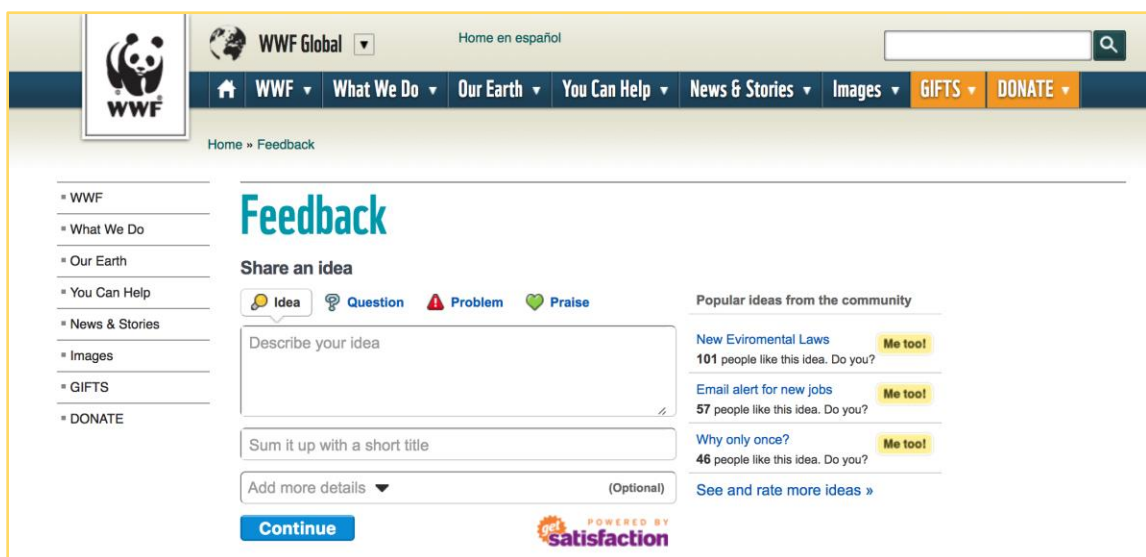


Figure 3.3.3.g. Examples of website feedback forms

Snapchat

Snapchat is a very unique media platform requiring a strong mobile presence that can assist nonprofits in raising awareness about their causes through “fun” content. Snapchat engages users in content that is light and easy to digest. Snapchat works best for organizations that use humor to communicate with their constituents. Brands and thrive on the “fun” aspect of Snapchat. Making the videos and pictures funny is why many users watch the stories.

One survey found that only 29% of users utilize the app to follow celebrities and brands. Of that 29%, the most popular organizations followed and viewed are BuzzFeed, Comedy Central, iHeartRadio, and Food Network (Variety, 2016).

Considering this information, Snapchat should not be used to convey the expertise of DSWT or used with the intent of furthering the expert mission of the organization. Since Snapchat is not the best platform to demonstrate the expertise of DSWT, recommendations on the use of the platform include:

- Using the Snapcash feature of snapchat to reach potential new donors with a compelling image and text urging donations.
- Contact Snapchat to create filters for certain days of the year (i.e. world elephant day), with a DSWT logo included in the filter to raise awareness of the organization.
- Update followers about important conferences, Galas, upcoming events, etc.
- Raise awareness of the orphan project (i.e. videos and images of orphans) with younger audiences since 60% of users are under the age of 24 (Statista, 2016).

3.3.4 NGO Leaders

Main message

- Uniqueness of DSWT’s work
- Call-to-Action
- DSWT’s achievements

Best channels to reach them

- Social Media: LinkedIn, Twitter
- Events: Invitations for events, Participation in conferences and networking.
- Publications: Leading newspapers magazines

Messages

- The messages should convey a serious, professional tone highlighting the Trust’s regional expertise. It is also recommended to be knowledgeable on the popular environmental issues that are being discussed and how field operations are addressing them.

- The most popular environmental issues of 2017 in the UK and US are shown in Table 3.3.4.a. (Most Popular Environmental Issues in 2017 in the UK and US). Environmental regulation and climate change are the most relatable topics to DSWT initiatives; therefore, the work that is being conducted on-the-ground can be highlighted on how the programs help mitigate these challenges.

United Kingdom	United States of America
Environmental Regulation	Climate Change
Plastic Product Ban	Dakota Access Pipeline
Fracking	Oil Drilling
Genetically Modified Foods	Alternative Energy
	Fracking
	Plastic Product Ban

Table 3.3.4.a. Popular environment issues in 2017 in both UK and US

Strategize messaging & delivery (Low Intensity)

Twitter and LinkedIn were identified as the best social media platforms to reach the NGO leaders.

Twitter (Twitter Inc. Waters 2011)

This is a flexible platform that allows the directors of DSWT to directly engage with peer organizations who also works to protect and conserve the African wildlife and their habitats (Katrina 2012).

Account:

- *Change the Twitter account names.* To better direct users to DSWT Twitter page, the name can include common phrases such as Sheldrick or David Sheldrick.

Currently, when searching:

DSWT = users land on iWorry campaign page

‘David Sheldrick’ or ‘Sheldrick’ = posts that mention the name but not the DSWT account page

‘David Sheldrick DSWT’ = Lucy Read, the Campaign Officer’s Twitter page comes up first, and DSWT does not show up

- *Unify Twitter account names with other social media platforms.* See Additional General Recommendations/Social Media

- *Directors should create Twitter accounts.* Online presence is important and the directors are the best ambassadors for the organization
- *Tweet regularly.* Ensure DSWT and the directors of each office has a presence on this platform to engage with NGO leaders

Form:

- *Differentiate US, UK, Kenya office accounts through hashtags.* This will enable closer engagement with NGO leaders in events and happenings in their location (e.g. #Sheldrick; #Sheldrick, #SheldrickKenya)
- *Have a keyword or hashtag that scholars can associate with you and your network.* Create a hashtag that can be easily associated with the Trust that scholars can keep track of and can reach the directors through.
- *Use hashtags on each post.* Some Twitter posts do not have hashtags, and those that do mainly have the #elephant and/or #dswt. It is best to use the one that DSWT created, as well as hashtags that are commonly used amongst the NGO community.

The ideal number of hashtags are two per post; one is the minimum and three may be too many. Therefore, the Twitter accounts of the directors and the Trust's can use #dswt as before and use either a key NGO hashtag or one that was created to better reach the target audience.

- Unify hashtags across all social media platforms.

Content:

- *Refrain from the usage of calling elephant calves “baby elephants”*
- *Share statistics, lists, and ‘how-to’s*
- *Create relevant infographics. Emphasize integrative approach.* Reference how the veterinary unit, anti-poaching teams, aerial surveillance, habitat conservation, and community outreach helps address environmental issues, especially the ones that are most frequently being talked about at the moment (for current coverage of topics in social media channels see Table 2.2.3.b: Social media platforms’ references to DSWT’s non-orphanage projects).
- *Share own publications*
- *Share scholarly and news articles that complement the ideals of the Trust*
- *Connect the article to DSWT’s mitigation efforts of environmental threats*
- *Follow relevant NGO leaders and organizations*
- *Minimize videos on Twitter.* Approximately 20% of audiences do not finish watching DSWT videos and 65% of viewers stopped engaging a quarter of the way through.

Timing:

Weekdays

- Post between at noon-1pm - timing correlated with high traffic times in both locations
- Multiple researches indicate an optimal Tweet times between 12–3 p.m., with a peak best time at 5 p.m. on workdays - correlated with common lunchtime and commute home from work.
- Diversify posting time:
AM: 2, 3, 6, 7, 9, 10, 11, 12,
PM: 1, 2, 3, 5, 6, 9, 10

Weekends:

- Some research shows higher engagement on the weekends (+17%) (Ellering 2016)
- Saturday & Sunday: Up to 15 Tweets/day
AM: 2, 3, 6, 7, 9, 10, 11, 12,
PM: 1, 2, 3, 5, 6, 9, 10

Relative Topics	Suggested Popular Hashtags
Africa	#africanworldheritageday #kenya
Animals	#giraffe #elephantrun #worlddelephantday #elephants #savetheanimals #ivory #wildlife #rhinohorns #rhino
Science	#scienceiswild #dyk #science #marchforscience #sciencemarch
Globally-Minded	#earthday #worldheritageday #earthday2017 #climatechange #climatemarch #peoplesclimate
Conservation	#dswt #saveourheritage #arctictreasures #stopillegaltrade #wearetheirvoice #workthatmatters #conservation #habitat #deforestation #reintroduction #livingland

Table 3.3.4.b. Hashtags Recommendation
(Foller.me, 2017)

LinkedIn (Jim 2016)

There are 1.9 million academics utilizing LinkedIn. This is an excellent source for sharing content and publications with other like-minded or interested scientists and policy influencers (Brown 2015).

Account:

- *Unify social media platform names.* See also below under Additional General Recommendations/ Social Media.
- *Include 'DSWT' in account name and/or description*
- *Directors should also be active on LinkedIn*
- *Directors should become members of relevant LinkedIn groups.* (e.g Non-profit Network, African Wildlife Conservation Professionals, Society for Conservation Biology)
- *Customize the organization's LinkedIn name* (e.g. www.linkedin.com/in/dswt). Increases the chances of the being found when people search for the Trust (Sandy 2017)

Form:

- *Brief descriptions.* Three sentences to support the photograph or article that is being shared. This will direct people to click on the link to get more information.

Content:

- *Refrain from the usage of calling elephant calves "baby elephants"*
- *On director's accounts: share your opinions regarding wildlife related management programs, policies, and practices*
- *Follow relevant NGO leaders*
- *The Trust's account should circulate DSWT's own written work (op-eds, white papers, press releases)*
- *Participate in discussions*
- *Share relevant scholarly and news articles regarding wildlife conservation.* A small description should be included and can address how DSWT programs are addressing the issues that are being discussed, the organization's stance and/or opinion on the matter (Insights, 2017)
- *Emphasize integrative approach.* Reference how the veterinary unit, anti-poaching teams, aerial surveillance, habitat conservation, and community outreach helps address environmental issues, especially the ones that are most frequently being talked about at the moment (for current coverage of topics in social media channels see Table 2.2.3.b: Social media platforms' references to DSWT's non-orphanage projects).

Timing:

Various research indicates the optimal LinkedIn use as follows. We did not find clear differences between usage patterns in the UK vs. the US in this regard:

- 1/day, max 5/week
- Tuesday, Wednesday, Thursday
- 10 am to 11 am

following timings as optimal to maximize LinkedIn Traffic (Ellering 2016):

Mon	Tue	Wed	Thurs	Fri
	10-11 am			
	7:30-8:30 am *Max clickthroughs 7-8 am	7:30-8:30 am *Max clickthroughs 7-8 am	7:30-8:30 am *Max clickthroughs 7-8 am	
	12 pm *Max clickthroughs	12 pm *Max clickthroughs	12 pm *Max clickthroughs	
5-6 pm *Max clickthroughs	5-6 pm *Max clickthroughs	5-6 pm *Max clickthroughs	5-6 pm *Max clickthroughs	5-6 pm *Max clickthroughs
OPTIMAL DAYS				

Table 3.3.4.c. LinkedIn suggested posting times

Social media platforms can be used to post on special calendar days, major international and national events related to wildlife and conservation, climate change, etc. See Appendix A for Calendar of relevant dates.

Example:



Figure 3.3.4.a: LinkedIn post example

Strategize AdWords (Low Intensity)

See below under Additional General Recommendations.

Generate written content (Medium Intensity)

In order to establish DSWT's role as a leader and expert in wildlife conservation, and to attract interest from leading professionals in the field, we recommend that the Trust produce and circulate written materials such as white papers, Op-Eds, Blog posts.

Content guidelines:

- Emphasize integrative approach
- Highlight peer corporations to deepen relationships as well as to communicate openness to such corporations in the future.

- Refer to the Trust’s work in its variety of projects. Writing about the orphanage should relate to explain the connection to at least one other DSWT project: Vets, anti-poaching, aerial surveillance, securing habitats and community outreach
- Call for Action

For recommendations regarding the necessary capacity building to complete this recommended action please see below Recommendations for Organizational Development.

Op-Eds

Opinion pieces that can be reached by millions of readers, persuading and changing minds. It can also be used for public debates and influence policy. This is an efficient yet simple way of gaining recognition for the work that DSWT does compared to producing journal articles (“Media Relations” 2015). See Appendix B for the general structure.

To clearly distinguish DSWT from other Op-Eds, it is best to illustrate the Trust’s impact on the local community and their regional expertise. Relating the Trust’s programs to bigger causes (see Table 3.3.4.a. above: Popular environment issues in 2017 in the UK and US) will garner greater support for the organization’s cause (Ariel, 2016).

Press Releases

Written material used to report an event or occurrence (Press Release Format Guidelines, 2017). Best used for DSWT hosted events such as the meet & greets, elephant run, and gala. Can also be used to share new methodology and successes of the various programs. Can be shared on an academic press release platform such as Elsevier (Elsevier 2017). See Appendix B for the general structure.

White Papers

A powerful and useful publication to argue a specific position or pose a solution for an issue, which can assist in important decision making. When writing white papers, it can be assumed the readers have some knowledge on the subject that is being discussed (Michael 2010). See Appendix B for the general structure.

Increase media coverage (High Intensity)

It is recommended that the Trust focuses efforts on being featured in the following publications:

Region	Name of Publication(s)	Reasoning
UK	The Guardian, The Telegraph, The Independent, BBC Wildlife	<ul style="list-style-type: none">• Focused on world news• Readership of adults (35+) (Newsworld 2016)
US	New York Times, Forbes	<ul style="list-style-type: none">• Readership of adults (35+) and highly educated professionals• Feature environmental issues and wildlife conservation• Online and offline channels
International	National Geographic	<ul style="list-style-type: none">• Popular• Highly regarded publication• Highly compelling content

Table 3.3.4.d. Publications for consideration in UK and US

For recommendations regarding the necessary capacity building to complete this recommended action please see below Recommendations for Organizational Development.

Plan and attend events (High Intensity)

Planning Events. Organize seminars, workshops and panels to discuss the environmental threats that are most pertinent and what NGOs can do to address these issues. Organizing such events can help distinguish DSWT from cop-cat organizations.

Attending Events. Conferences are a great opportunity to showcase DSWT's expertise in a professional setting and exchange ideas to combat the threats to wildlife. Potential conferences that can be considered for attendance is shown in Appendix C.

Establish partnerships (High Intensity)

To establish partnerships with NGOs the following steps should be taken:

- Identify and record all target organizations detailed information about their core relevance to DSWT's work
- Create a set protocol for reviewing and updating this database - including records of past cooperation and communications.
- Cultivate periodical and consistent contact and record communications
- Approach with intent to collaborate on long-term projects

Potential NGOs to form said partnerships are as follows:

Name of Organization	US/UK Location	Other Offices	Reasoning
African Wildlife Foundation (AWF)	Washington DC, USA	Ethiopia, Tanzania, Cameroon, Zimbabwe, Uganda, Democratic Republic of Congo	Has strong relationship/partnerships with: <ul style="list-style-type: none"> Government agencies in the US Embassies and financial agencies Universities (University of Maryland) and other non-profits (WildAid, The Nature Conservancy, Save the Elephants)
International Fund for Animal Welfare (IFAW)	Yarmouth, MA/ Washington, DC	Offices worldwide	<ul style="list-style-type: none"> Existing supporter for DSWT's anti-poaching initiative Influential both domestic and international policy Complements DSWT's work Actively combatting wildlife crime to stop wildlife poaching, trafficking, and demand for products Collaborating with KWS since 2015 to strengthen law enforcement Works closely with communities
The Nature Conservancy (TNC)	All 50 states in the US	37 offices worldwide Within Africa: Kenya, Tanzania, Zambia, Namibia, Gabon, Secyelles, and South Africa.	<ul style="list-style-type: none"> Established organization within the US and a member of the United for Wildlife organization (UK) Focuses on conserving lands and water - potential opportunity for habitat conservation collaborations Work on many projects, work with communities and helped develop organizations in Kenya High research capacity
Born Free Foundation	West Sussex, UK/ Washington DC	Ethiopia, Kenya	<ul style="list-style-type: none"> Work to protect wild animals while working with communities and local partners to change attitudes and policies through education initiatives and community-based projects Partnered with KWS through the de-snaring project, patrolling Nairobi national Park Works with SSN Elephant Working Group to protect elephants from ivory trade, investigates poaching, and exposes illegal ivory smuggling.

Table 3.3.4.e. Potential Non-Governmental Organizations for Collaboration in the US and UK

Fostering an Alliance: The Trust can establish a new network: *The Sheldrick Partnership*. This network can bring wildlife conservation organizations together. It will be a platform for knowledge sharing, as well as for guidance and mentoring by DSWT of other organizations. This can help distinguish the Trust from copy-cat organizations.

3.3.5 Academics

Academics: field of science (wildlife conservation, sustainability, animal behavior, biocultural conservation), and political science (environmental policy, environmental lawyers)

Main message:

- Uniqueness of DSWT's work
- DSWT's achievements and challenges

Best channels to reach them:

- Social Media: LinkedIn, Twitter
- Events: Invitations for events, participation in conferences and networking.
- Publications: Leading newspapers and magazines

Messages:

The messages should convey a serious, professional tone highlighting the Trust's regional expertise. It is also recommended to be knowledgeable on the popular environmental issues that are being discussed to better relate to how field operations are addressing them.

The most popular environmental issues of 2017 in the UK and US are shown in Table 3.3.5.a (Popular Environmental Issues in 2017 in the UK and US). Environmental regulation and climate change are the most relatable topics to DSWT initiatives; therefore, the work that is being conducted on-the-ground can be highlighted on how the programs help mitigate these challenges.

United Kingdom	United States of America
Environmental Regulation	Climate Change
Plastic Product Ban	Dakota Access Pipeline
Fracking	Oil Drilling
Genetically Modified Foods	Alternative Energy
	Fracking
	Plastic Product Ban

Table 3.3.5.a. Popular environment issues in 2017 in both UK and US

Strategize messaging & delivery (Low Intensity)

Twitter and LinkedIn were identified as the best social media platforms to reach the Academics audience segment.

Twitter

This is a flexible platform that allows the directors of DSWT to directly engage with scholars and share their work that complements the Trust's initiatives (Katrina 2012).

Account:

- *Change the Twitter account names.* To better direct users to DSWT Twitter page, the name can include common phrases such as Sheldrick or David Sheldrick. Currently, when searching:
DSWT = users land on iWorry campaign page
'David Sheldrick' or 'Sheldrick' = posts that mention the name but not the DSWT account page
'David Sheldrick DSWT' = Lucy Read, the Campaign Officer's Twitter page comes up first, and DSWT does not show up
- *Unify Twitter account names with other social media platforms.* See Additional General Recommendations/Social Media.
- *Directors should create Twitter accounts.* Online presence is important and the directors are the best ambassadors for the organization.
- *Tweet regularly.* Ensure DSWT and the directors of each office has a presence on this platform to engage with academics.

Form:

- *Have a keyword or hashtag that scholars can associate with you and your network.* Create a hashtag that can be easily associated with the Trust that scholars can keep track of and can reach the directors through (e.g #dswtscholars).
- *Use hashtags on each post.* Some Twitter posts do not have hashtags, and those that do mainly have the #elephant and/or #dswt. It is best to use the one that DSWT created, as well as hashtags that are commonly used amongst the academic community (see Table 3.3.5.b.) (Essential Hashtags for Academics, 2016).
The ideal number of hashtags are two per post; one is the minimum and three may be too many. Therefore, the Twitter accounts of the directors and the Trust's can use #dswt as before and use either a key academic hashtag or one that was created to better reach the target audience. The hashtags also allows for discussion and some have allotted sessions that directors can participate in to share their insight and ask questions.
- *Unify hashtags across all social media platforms*

Hashtag	Reasoning
#PhDchat	A platform created to discuss research topics and progress, share tips and experiences. Scheduled discussion sessions: <ul style="list-style-type: none"> UK/Europe: Wednesday nights, 7.30pm-8.30pm GMT (hosted by Nasima Riazat – the founder @NSRiazat) Australia: usually the first Wednesday each month, 7pm-8pm Sydney time (hosted by Inger Mewburn – @thesiswhisperer)
#ECRchat/ #AdjunctChat	Same reason as above. Specifically for those who have just started their research careers ('Early Career Researchers' = ECR)
#AltAc/ #PostAc/ #WithAPhD	For people who are trying to identify their academic paths, exit the academic field, or figure out what to do with their PhDs (founded by Jennifer Polk (PhD) - @FromPhDtoLife)
#shutupandwrite	A global informal writing group <ul style="list-style-type: none"> UK/Europe (@SUWTUK): 10am BST (GMT+1) (hosted by Rebecca Jefferson – @DrRJefferson) North America (@SUWTNA): 10am CDT (UTC -5) (hosted by @EtudesOnline) Australasia: (@SUWTues): 10am AEST (UTC+10) (hosted by Siobhan O'Dwyer – @Siobhan_ODwyer)
#AcWrite	AcWrite = Academic Writing A useful platform to find helpful tips, motivation and support, and articles about the writing process
#ScholarSunday	Sharing scholars people recommend and why
#AcaDowntime	Sharing fun, downtime activities academics do outside their work
Keywords in the field (e.g #conservation, #communityoutreach, #antipoaching, etc.)	Relatable, fun, and engaging

Table 3.3.5.b. Essential Hashtags for academics

Content:

- Refrain from the usage of calling elephant calves “baby elephants”
- Share statistics, lists, and ‘how-to’s
- Share own publications

- *Share scholarly and news articles that complement the ideals of the Trust*
- *Connect the article to DSWT's mitigation efforts of environmental threats*
- *Follow relevant scientists, policy influencers, universities, etc. See List of Academics below*

Timing:

Weekdays

- Post between noon-1pm - timing correlated with high traffic times in both locations. Multiple researches indicate an optimal Tweet times between 12–3 p.m., with a peak best time at 5 p.m on workdays - correlated with common lunchtime and commute home from work.
- Diversify posting time
 AM: 2, 3, 6, 7, 9, 10, 11, 12,
 PM: 1, 2, 3, 5, 6, 9, 10

Weekends: Research shows higher engagement on the weekends (+17%) (Ellering 2016):

- Saturday & Sunday: Up to 15 Tweets/day
- AM: 2, 3, 6, 7, 9, 10, 11, 12,
- PM: 1, 2, 3, 5, 6,



Figure 3.3.5.a. Twitter post example

LinkedIn

There are 1.9 million academics utilizing LinkedIn. This is an excellent source for sharing content and publications with other like-minded or interested scientists and policy influencers (Brown, 2015). DSWT organization account as well as the executive directors can connect with academics who work to combat environmental threats through science and policy.

Account:

- *Unify social media platform names.* Include ‘DSWT’ in account name and/or description
- *Directors should also be active on LinkedIn*
- *Directors should become members of relevant LinkedIn groups.* (e.g Non-profit Network, African Wildlife Conservation Professionals, Society for Conservation Biology)
- *Customize the organization’s LinkedIn name* (e.g. www.linkedin.com/in/dswt). Increases the chances of the being found when people search for the Trust (Sandy 2017)

Form:

- *Brief descriptions.* Three sentences to support the photograph or article that is being shared. This will direct people to click on the link to get more information.

Content:

- *Refrain from the usage of calling elephant calves “baby elephants”*
- *On director’s accounts: share your opinions regarding wildlife related management programs, policies, and practices*
- *The Trust’s account should circulate DSWT’s own written work (op-eds, white papers, press releases)*
- *Participate in discussions*
- *Share relevant scholarly and news articles regarding wildlife conservation.* A small description should be included and can address how DSWT programs are addressing the issues that are being discussed, the organization’s stance and/or opinion on the matter (Insights 2017)
- *Emphasize integrative approach.* Reference how the veterinary unit, anti-poaching teams, aerial surveillance, habitat conservation, and community outreach helps address environmental issues, especially the ones that are most frequently being talked about at the moment (for current coverage of topics in social media channels see Table 2.2.3.b: Social media platforms’ references to DSWT’s non-orphanage projects).

Timing:

Research indicates the optimal LinkedIn use as follows:

- 1/day, max 5/week
- Tuesday, Wednesday, Thursday
- 10 am to 11 am

following timings as optimal to maximize LinkedIn Traffic (Ellering 2016):

Mon	Tue	Wed	Thurs	Fri
	10-11 am			
	7:30-8:30 am *Max clickthroughs 7-8 am	7:30-8:30 am *Max clickthroughs 7-8 am	7:30-8:30 am *Max clickthroughs 7-8 am	
	12 pm *Max clickthroughs	12 pm *Max clickthroughs	12 pm *Max clickthroughs	
5-6 pm *Max clickthroughs	5-6 pm *Max clickthroughs	5-6 pm *Max clickthroughs	5-6 pm *Max clickthroughs	5-6 pm *Max clickthroughs
	OPTIMAL DAYS			

Table 3.3.5.c. LinkedIn suggested posting times

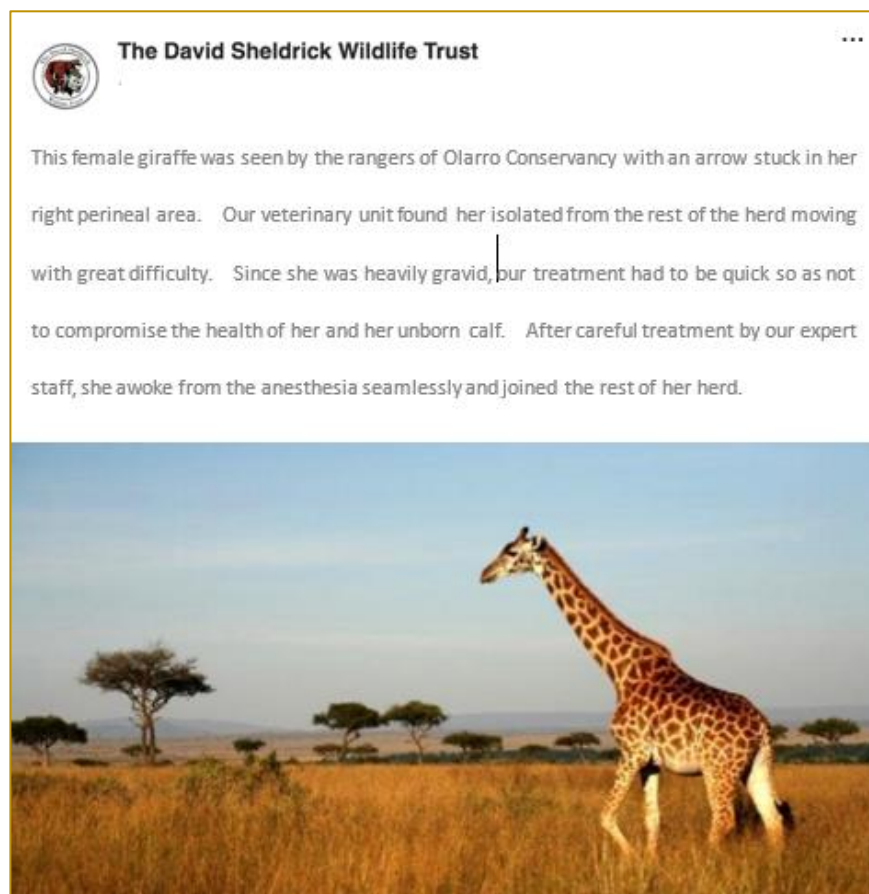


Figure 3.3.5.b:
LinkedIn post example

Generate written content (Medium Intensity)

Op-Eds

Opinion pieces that can be reached by millions of readers, persuading and changing minds. It can also be used for public debates and influence policy. This is an efficient yet simple way of gaining recognition for the work that DSWT does compared to producing journal articles (“Media Relations” 2015). See Appendix B for the general structure.

To clearly distinguish DSWT from other Op-Eds, it is best to illustrate the Trust’s impact on the local community and their regional expertise. Relating the Trust’s programs to bigger causes (see Table 3.3.4.a. above: Popular environment issues in 2017 in the UK and US) will garner greater support for the organization’s cause (Ariel, 2016).

Press Releases

Written material used to report an event or occurrence (Press Release Format Guidelines, 2017)

Best used for DSWT hosted events such as the meet & greets, elephant run, and gala. Can also be used to share new methodology and successes of the various programs. Can be shared on an academic press release platform such as Elsevier (Elsevier 2017). See Appendix B for the general structure.

White Papers

A powerful and useful publication to argue a specific position or pose a solution for an issue, which can assist in important decision making. When writing white papers, it can be assumed the readers have some knowledge on the subject that is being discussed (Michael 2010). See Appendix B for the general structure.

Increase media coverage (High Intensity)

Based on the research that was conducted, the following publications were identified as the best magazines and newspapers to feature DSWT and their work to address environmental threats.

Name of Publication	Reasoning
TIME Magazine	<ul style="list-style-type: none"> • One of the most prestigious magazines in the world • One of the largest weekly presence globally • Regularly read by decision makers (e.g political leaders, cultural explorers, mass influencers, CEOs, senior management of companies) (Time Magazine Rate Card 2017) • Topics covered: health and science, politics, business, society and entertainment (TIME Magazine 2017)
The Guardian	<ul style="list-style-type: none"> • Affluent and influential audience (conference speakers, authors of articles and books, lobbyists, international employees, highly educated, executive/managerial level employees) (Guardian Weekly Ratecard 2012) • Topics covered: finance, comment and debate, letters, science, culture, books, training and development, sports
National Geographic	<ul style="list-style-type: none"> • Trusted, unbiased long-form journalism covering topics that matter most to the audiences • International audience • One of the largest magazines to present audited data • Executive level employees and wide range of professional readership
BBC Wildlife Magazine	<ul style="list-style-type: none"> • UK's best natural history magazine • Readers consist of casual readers who are interested in wildlife but also scientists, conservationists, and wildlife employees • Audience are highly involved in wildlife related talks and lectures, conservation days/events (BBC Wildlife, 2015)

Table 3.3.5.d. Recommended publications for targeting academics

Plan and attend events (High Intensity)

Planning Events. Organize seminars and panels to discuss the environmental threats that are most pertinent and what academics and NGOs can do to address these issues.

Attending Events. Conferences are a great opportunity to showcase DSWT's expertise in a professional setting and exchange ideas to combat the threats to wildlife. Potential conferences that can be considered for attendance is shown in Appendix C.

Establish partnerships (High Intensity)

It is recommended to establish partnerships with academic institutions to demonstrate the impact DSWT has on-the-ground, and to validate the effectiveness of the initiatives that the organization is taking (NGOs and Academics collaborating 2017).

Table 3.3.5.e is a compiled list of potential universities that the Trust can reach out to to formalize a partnership with. The universities were chosen based on their prestigious and popular environmental science, law, and conservation undergraduate and graduate programs. High level institutions are where key scientists and policy influencers will be for the UK and US. The universities are not listed according to priority.

United Kingdom	United States of America
London School of Economics Department of Geography and Environment	UC Berkeley College of Natural Resources
University of Oxford Department of Zoology OR School of Geography and the Environment	University of Maryland College of Agriculture and Natural Resources
University of Cambridge Department of Zoology OR Conservation Research Institute	Yale University School of Forestry and Environmental Studies
School of Oriental and African Studies Centre for Development, Environment, and Policy OR Department of Development Studies	University of Florida Department of Wildlife Ecology and Conservation
Queen Mary University of London School of Biological and Chemical Sciences	Duke University Nicholas School of the Environment
University of Kent Durrell Institute of Conservation and Ecology	San Francisco State University Department of Biology
Bangor University School of Environment	Lewis & Clark College Law School
Imperial College of London Interdisciplinary Centre for Conservation Science	Colorado State University Warner College of Natural Resources OR Fish Wildlife and Conservation Biology
University of Bristol School of Veterinary Sciences OR Ecology and Environmental Change	University of Vermont Law School OR Rubenstein School of Environment and Natural Resources

Table 3.3.5.e. Examples of universities to form partnerships in the UK and US

3.4 Additional General Recommendations

	TWITTER	FACEBOOK	INSTAGRAM	LINKEDIN
FORM	Short and concise 1-3 relevant hashtags *Infographics	Short captions - max 40 characters More Facebook 'link posts'	Catchy captions 1-3 relevant hashtags Instagram video	Catchy title Proper structure Short Images
CONTENT	Serious tone Incorporate news and publications Share stats, lists, “how-tos” and quotes Encourage involvement Draw them to Instagram <u>DSWT specific</u> <ul style="list-style-type: none"> Emphasize integrative approach Advertise and tweet live from DSWT events Retweet other target audiences 	Draw them to Instagram <u>DSWT specific</u> <ul style="list-style-type: none"> Emphasize integrative approach 	Impactful images and videos live updates (volunteers, staff) <u>DSWT specific</u> <ul style="list-style-type: none"> Emphasize integrative approach 	Serious tone Follow, comment and interact with others <u>DSWT specific</u> <ul style="list-style-type: none"> Emphasize integrative approach
CALL TO ACTION	YES	YES	YES	YES

Table 3.4. General recommendations for social media platforms

3.4.1 Google AdWords

Google AdWords has the potential to increase web traffic for DSWT. Choosing carefully tailored words is the key to increasing the quality and quantity of online traffic to DSWT’s site. When choosing AdWords, it is best to think like DSWT’s target audience. In other words, it would be most beneficial to invest in words that might be searched by a person whose interests align with DSWT. Targeting specific audiences with AdWords will create the highest ROI possible. It is also important to choose AdWords that are general and not too specific. An example of this would be choosing “Gift Ideas” rather than “Gifts for Man.” This will broaden the number of people that can be reached.

Google AdWords also has a convenient tool called, “Keyword Planner,” which can generate AdWords most likely to produce the highest ROI. It works by using the URL of an organization’s homepage or specific webpage to suggest the most successful keywords to invest in for that organization. The Keyword Planner will also test individual words and phrases to show their search frequency.

This tool guides organizations to choose the most effective and relevant AdWords possible. Although our team did not have access to Keyword Planner, thinking from the point of view of a DSWT targeted audience segment, the team has created a list of additive keywords in which DSWT could invest. Ultimately, our suggestions are meant to be supplemental to the AdWords that the Trust utilizes now.

Current AdWords (grouped by similarity)	Example Supplementary AdWords
Wedding Gift Ideas Anniversary Gift Ideas	Travel Kenya
Gifts for Girlfriend Gift for Man Gifts Boyfriend	Charity International Charity UK Charity
Gift Ideas	Bequest Donate
Elephants Africa	African Wildlife Elephant African Elephant African Elephant Facts
Endangered Animals	Poaching Ivory Anti-Poaching Anti-Poaching Solutions
Elephant Sanctuary	Conservation Wildlife Conservation Tsavo Kenya
DSWT (not necessary to pay for since website comes up first when “DSWT” is searched without ads)	Wildlife Non-Profit

Table 3.4.1.

3.4.2 Social Media

Social Media - Timing

For an international organization such as the DSWT, it is important to keep time zone differences in mind when posting on their communication platforms. We recommend the following:

- When posting more than once a day: Post to correlate with both time zones’ at least once. This is particularly relevant to Twitter where it is possible to post multiple times a day is acceptable.
- If posting only once a day: Post according to the largest audience (when data is available) or alternate time zones to reach both peak times.

Social Media - Diversification of Topics

To better organize the topics DSWT discusses in their communication platform, it is recommended that the Trust establishes a social media database (see suggested format in Appendix G). This database will ensure that the Trust diversifies their messaging and ensure that all efforts and projects are communicated, in addition to their successful orphanage program.

Facebook Account Name and Search Results

When searching for the David Sheldrick Wildlife Trust, two Facebook pages appeared; one is the original Facebook page and the other is a Facebook generated page that garners a lot of traction.

Facebook automatically generates pages that many people tag, which can create confusion for those who search for the organization. To streamline the audience to one page, it is recommended that DSWT merge their business page with automated pages.

When searching the acronym “DSWT”, the original business page does not appear but audience were directed to the community page called “DSWT Foster Parents”.

The DSWT Foster Parents page acts as a community page where foster parents are able to speak with one another. It also gives them valuable acknowledgement from DSWT, treating them as VIP supporters, providing them with content tailored for them. Although this page plays an important role, it is recommended that the original David Sheldrick Wildlife Trust business page incorporate “dswt” in their description so their intended account will appear.

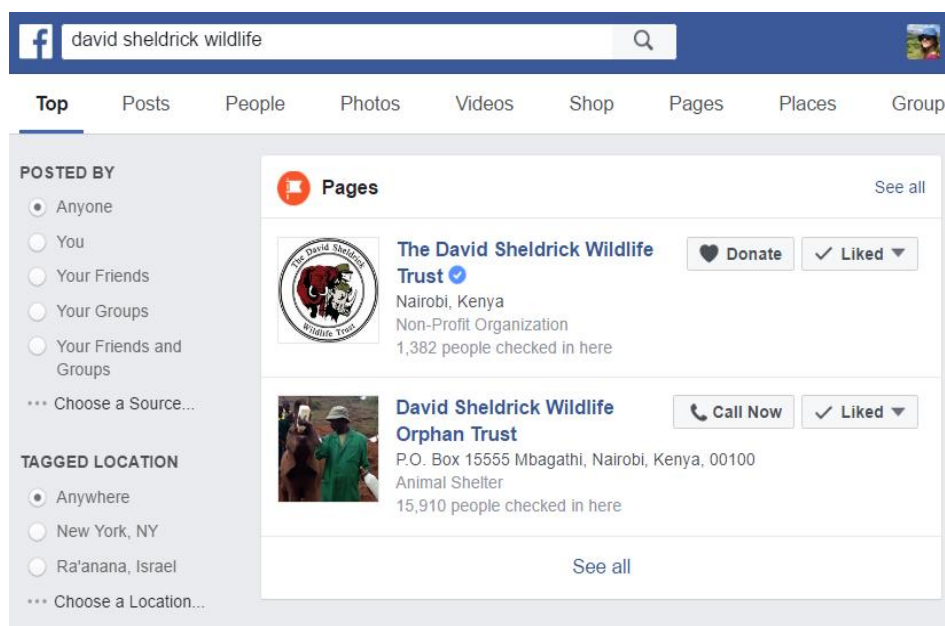


Figure 3.4.2.a. Facebook page result when searching for “david sheldrick wildlife”

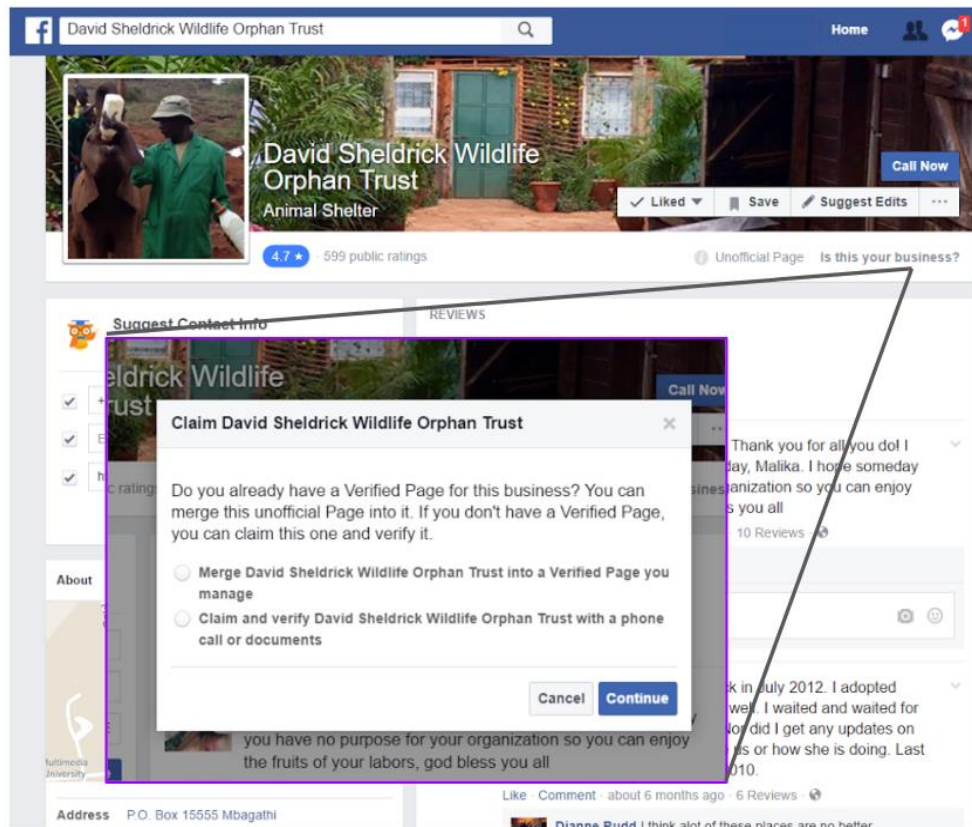


Figure 3.4.2.b. Facebook option to merge automatically created pages

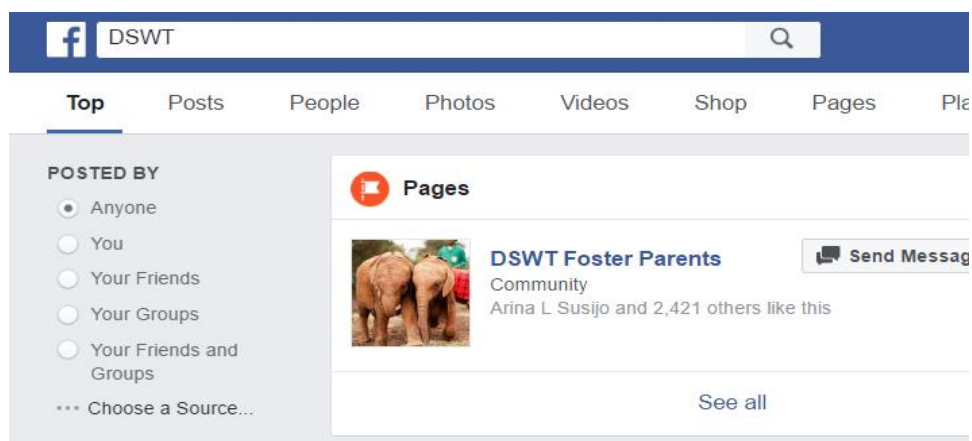


Figure 3.4.2.c. Facebook page result when searching for "DSWT"

YouTube Account Name and Search Results

With regard to the Trust's YouTube presence, the following is recommended:

- Change the account name from 'dswtkenya' to 'David Sheldrick Wildlife Trust (DSWT)' and delete the account that is currently named 'The David Sheldrick Wildlife Trust', which is not active. This will eliminate redundancy and confusion when users
- Search for DSWT videos on YouTube and enhance accessibility to the Trust's materials. Including both the full name and the acronym will make the account available upon searching through either option, and thus easier to reach.
- Update social media links in the About section of the active YouTube account (it currently includes only Google+ which is no longer actively updated).
- Work to add video content directly depicting its work with local communities. This specific aspect of DSWT's work is absent from its current YouTube playlists. Adding content on this topic and forming a separate playlist will facilitate reach to audiences that are particularly interested in this aspect of conservation work. As a consequence, the Trust will increase its reach to target audiences as detailed in this report.

Social Media Awareness: Unifying Account Names and Hashtags

People who visit the orphanage use various names to indicate their location when they share their experiences on social media. Here are a few examples that were observed:

- "David Sheldrick Animal Orphanage"
- "Sheldrick Animal Orphanage"
- "David Sheldrick Animal Trust"
- "David Sheldrick Wildlife Orphan Trust"

Therefore, the Trust needs to be more consistent and clear about its social media accounts:

- Social media accounts must have similar names and hashtags
- These account names and hashtags must be presented clearly in every DSWT activity in Kenya, UK and US, including orphanage visitations. It should also be clearly displayed on every publication and merchandise sold so it is available for people to use.

3.4.3 Email

It is recommended that in addition to our general recommendation with regard to the unification of the email lists and consolidating a comprehensive supporter database, the Trust could incorporate the following into its emails:

- A "Scholar Corner" or an "Expert Corner" - a spot on the email that will catch the eye of more professionally oriented audience and will draw them to relevant DSWT content. This can also include a highlight of a new professional written work that the trust will generate based on our recommendations in this report.

- A clear link to the Trust's reports and other written work produced. This will appeal to a more professional audience.
- Information about upcoming events that the Trust is involved in or plans to participate in.
- A clear call for action to get target audience involved with the trust: "required expertise", internship opportunities with the UK and US offices.
- In the future, with clearer analytics of the Trust's supporters and demographics of the email list, the trust will be able to better tailor its messaging through the email list.

3.4.4 Website

The Trust is currently completing the final stages of crafting the new DSWT website. The team refrained from making recommendations with regard to the current website, but has suggestions the Trust could incorporate in their new website design:

- Maintain only one website rather than using separate ones for various purposes. In this way, users who are directed by the AdWords to the “Gift Shop” website will land on the Gift shop page within the main DSWT website. Thus, they will have the possibility to easily explore other content on DSWT’s website and learn about their important work.
- Delete the “follow on G+” if it is not active (currently on Gift Shop website)
- Include a clearer link to learn more about the Trust from the “Gift Shop” page. Another recommendation is to include, on the side, a sample of compelling reports to give users an idea about what the gifts are actually used for. Currently there is only a short description that included the unit or effort that use each gift. Adding a link for the monthly report from the related gift is another option
- Embed the Trust’s social media channels onto website’s homepage (Figure 27).
- Add a tab on the website for advisers and supporters that will feature:
 - All corporate partnerships and Sponsors
 - Professionals that advise the Trust
 - Corporate partnerships
 - Partnerships with other Organizations. In particular, future partnerships with academic institutions and student chapters (see recommendations with regard to target audiences)

I.e. a short bio or description, photograph and contact details will provide positive exposure both to the professional/ company/NGO and the Trust. It will broaden the reach through appearing in additional search results. Such acknowledgement of contribution will support relationships with supporters and encourage additional ones. In this section the Trust can also call for additional support in particular areas and invite new partners.

Below is an example from the “Thinking Animal United” website, an educational charity based in New York.

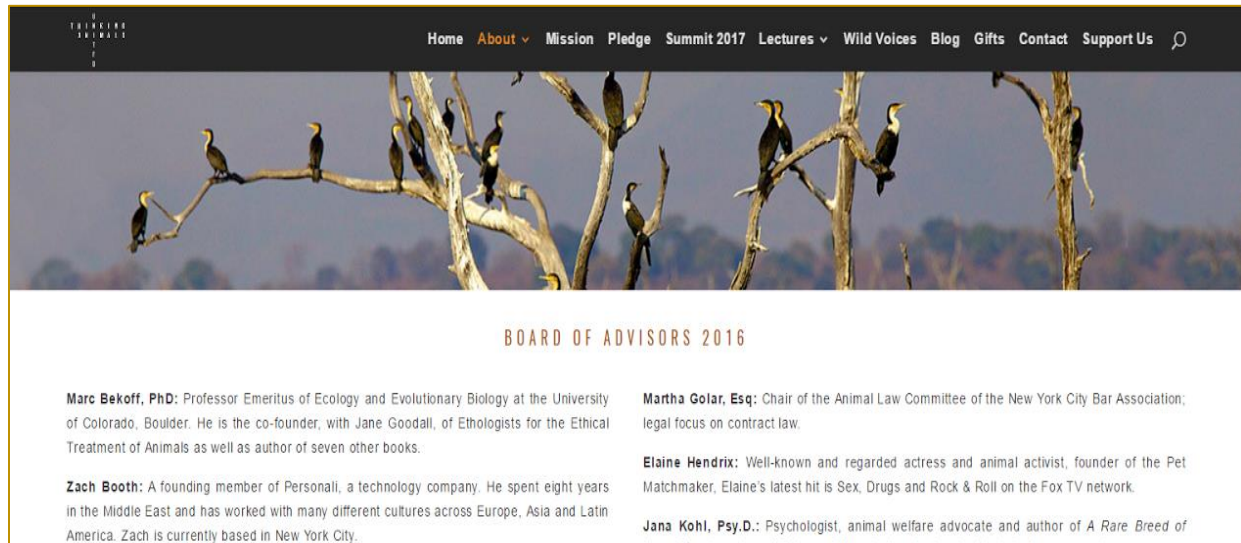


Figure 3.4.4.a. Example of website tab for advisors

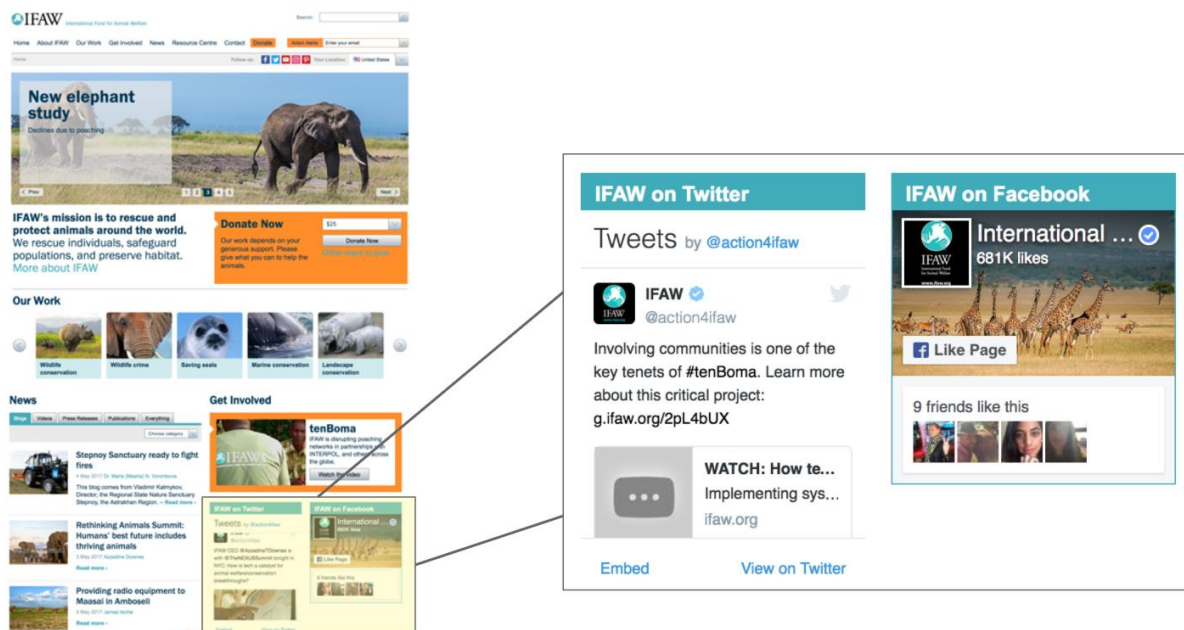


Figure 3.4.4.b. Example of embedding social media platforms onto website



3.4.5 Online Publication of Reports (ISSUU)

Reports the Trust develops are available online using the ISSUU platform. It is recommended to further use the site's option to organize these reports by stacks according to their topics. In doing so the Trust will increase exposure to the wide framework of its work, clearly displaying the multiple disciplines in which it operates.

Additionally, the Trust can add social media information on every report (and any other written product) that DSWT produces and make public.

3.5 Recommendations for Organizational Development

Chapter removed for discretionary purposes.

3.6 Measurement of Success - Key Performance Indicators

In order to track success of the overall strategy, eight key performance indicators (KPIs) were identified that would help track important metrics of the different components of the communications strategy, and the level of engagement with the different suggested audience segments. The eight KPIs, each with its specific objective, are as follows:

#	KPI	Objective
1	Social Media Follower engagement	Track the engagement of our social media followers with our posts
2	Number of publications that mention DSWT	Track how DSWT is mentioned in other platforms
3	Number of publications that mention at least one additional program that is not orphanage	Track if DSWT is being recognized by its other programs
4	Email unsubscription rate	Ensure subscriber satisfaction through tailored email content
5	Website traffic by source	Track what source (email, social media, google search or other) are generating the traffic to our website
6	Website engagement	Track if our followers are spending more time on our website
7	Number of events participated and organized	Track the number of events DSWT is being present at
8	Participation of target audience at events	Track the type of audience (demography) that is attending our events

Table 3.6. Initial list of suggested KPIs

In addition to a specific objective, each KPI has several components that must be detailed in order to be carefully monitored. Each has a division and frequency of measurement, formula, goal, supervisor/s and manager. In the following part we detail what those terms mean.

Name: The name a KPI will have, it should be unique so as not to create duplicates.

Objective: The specific metric it measures

Division: Specific indicator within a broad category that is being measured. For example, if social media engagement was being tracked, one can divide the indicator to track UK followers separately from US followers to get a better understanding of the strategy's performance. In the example, the KPI will measure Social Media Engagement across geographies. It could also work across different demographic characteristics such as age or gender.

Frequency of Measurement: Every indicator must have a defined frequency of measurement, that is, the time it passes until it must be updated. The more frequent the measurement, the more precise the result. However, it requires more resource capacity and in some cases, the effects of a specific action will only be

seen across larger periods of time. For example, an indicator that has a defined quarterly frequency means that it will be compared on a quarterly basis. If the Trust measures engagement on a quarterly basis, this means that it will measure the total engagement it got in one quarter and then compare it to the next.

Another example is if DSWT assumes Jan-March as Q1, the Trust would measure the average engagement in this period (the explanation of how to measure engagement is below). Then the Trust would measure the same indicator but for the months of April-June and set this as Q2. We would then compare Q1 to Q2 to see if the engagement has increased or decreased.

Formula: It is the specific relation between the variables that will be measured.

Goal: It is the quantitative objective for the indicator. A goal could be reaching a specific number (or level) or it could be a threshold. For example, to organize or participate in 10 events a year or to keep a 70% minimum of Social Media Engagement.

Supervisor of the indicator: She/he is directly accountable for the results of the indicator.

Manager of the indicator: She/he is the responsible for gathering the information required to calculate the indicator and keeping the indicator up to date.

KPIs:

Name of indicator	1. Social Media follower engagement			
Objective	Track the engagement of social media followers with our posts			
Division	<ul style="list-style-type: none"> Demographics (country, gender, age) Social media platform 		Supervisor of the indicator	<ul style="list-style-type: none"> Director of US office Director of UK office
Frequency of measurement	<ul style="list-style-type: none"> Quarterly 		Manager of the indicator	<ul style="list-style-type: none"> Social media manager
Formula	$\frac{\# \text{ of comments} + \# \text{ sharese} + \# \text{ likes}}{\text{total} \# \text{ of impressions}}$			
Goal	<ul style="list-style-type: none"> To be defined 			
Comments	# of impressions means the number of unique users who scrolled through the post			

Name of indicator	2. Number of publications that mention DSWT			
Objective	Track how DSWT is mentioned in other publications			
Division	<ul style="list-style-type: none">Demographics (country, gender, age)By type of publication		Supervisor of the indicator	<ul style="list-style-type: none">Director of US officeDirector of UK office
Frequency of measurement	<ul style="list-style-type: none">Semiannual			
Formula	no. of publications that mention DSWT		Manager of the indicator	<ul style="list-style-type: none">To be defined
Goal	<ul style="list-style-type: none">To be defined			
Comments	Total number of mentions may include articles dedicated to DSWT in any of its programs or being featured or mentioned partially in any conservation article			

Name of indicator	3. Number of publications that mention at least one additional program that is not the orphanage			
Objective	Track if DSWT is being recognized by its other programs			
Division	<ul style="list-style-type: none">By type of publicationBy program		Supervisor of the indicator	<ul style="list-style-type: none">Director of US officeDirector of UK office
Frequency of measurement	<ul style="list-style-type: none">Semiannual			
Formula	no. of publications that mention at least one time another program		Manager of the indicator	<ul style="list-style-type: none">To be defined
Goal	<ul style="list-style-type: none">To be defined			
Comments	Total number of mentions may include articles dedicated to DSWT in any of its programs that is not the orphanage or being featured or mentioned partially in any conservation article			

Name of indicator	4. Email unsubscribe rate			
Objective	Ensure e-mail satisfaction through tailor message			
Division	<ul style="list-style-type: none">By officeBy email list		Supervisor of the indicator	<ul style="list-style-type: none">Director of US officeDirector of UK office
Frequency of measurement	<ul style="list-style-type: none">Quarterly			
Formula	no. of unsubscribers/emails sent		Manager of the indicator	<ul style="list-style-type: none">To be defined
Goal	<ul style="list-style-type: none">To be defined			
Comments	This indicator should add all the emails that were sent and all the unsubscribers that were recorded on a quarterly basis			

Name of indicator	5. Website traffic by source			
Objective	Track what source (email, social media, google search or other) are generating the traffic to our website			
Division	<ul style="list-style-type: none">By source		Supervisor of the indicator	<ul style="list-style-type: none">Director of UK office
Frequency of measurement	<ul style="list-style-type: none">Quarterly			
Formula	no. of visitors by source/no. of total website visitors		Manager of the indicator	<ul style="list-style-type: none">To be defined
Goal	<ul style="list-style-type: none">To be defined			
Comments	This indicator can be calculated through Google Analytics and it allows to view where the traffic from the DSWT is coming from, this includes links in other pages, google search and google ads.			

Name of indicator	6. Website engagement			
Objective	Track if our followers are spending more time on our website			
Division	<ul style="list-style-type: none">Overall time spent in the webpageBy webpage section		Supervisor of the indicator	<ul style="list-style-type: none">Director of UK office
Frequency of measurement	<ul style="list-style-type: none">Quarterly			
Formula	Average session duration		Manager of the indicator	<ul style="list-style-type: none">To be defined
Goal	<ul style="list-style-type: none">To be defined			
Comments	This indicator can be calculated through Google Analytics and it allows to view the average time visitors are spending on the website. It is important to note that this metric is only useful if there is a low exit rate (% of exits, Google Analytics also measures this). If there is a high exit rate, this indicator is not an appropriate measure of session duration			

Name of indicator	7. Number of events participated and organized			
Objective	Track the number of events DSWT is being present at			
Division	<ul style="list-style-type: none">• By country• By segment focus• Organized vs invited• By event type		Supervisor of the indicator	<ul style="list-style-type: none">• Director of UK office• Director of US office
Frequency of measurement	<ul style="list-style-type: none">• Annually			
Formula	# of events attended		Manager of the indicator	<ul style="list-style-type: none">• To be defined
Goal	<ul style="list-style-type: none">• To be defined			
Comments	This indicator should differentiate between the events organized by DSWT and the events where DSWT is present. An event should only be counted if DSWT was in charge of a specific part of the event, whether it was talking, being part of a panel or a presentation. An event where DSWT only attends should not be counted.			

Name of indicator	8. Participation of target audience at events			
Objective	Track the type of audience (demography) that is attending our events			
Division	<ul style="list-style-type: none"> By country By segment focus 		Supervisor of the indicator	<ul style="list-style-type: none"> Director of UK office Director of US office
Frequency of measurement	<ul style="list-style-type: none"> By event 			
Formula	$\frac{\# \text{ of audience that was targeted}}{\# \text{ of total participants}}$		Manager of the indicator	<ul style="list-style-type: none"> To be defined
Goal	<ul style="list-style-type: none"> To be defined 			
Comments	For every event that DSWT organizes, it must set up a specific audience that wants to target. This might be setting up the audience by age, country or other demographic variables of interest. Once the event is finalized, the proportion of people that fit the target audience with respects to the total number of attendees will be the % of target audience reached.			

3.7 Budget

The aim of budget is to provide the estimated expenses the organization may need and/or reallocate in order to execute the recommended actions. The budget estimation is based on the average salary of similar positions in the United States. The range is dependent on the position, credentials, and type of industry; the sources of salary analysis include platforms such as salary.com and glassdoor; and information on conference and advertisement fee has been obtained from the official websites of the respective organizations.

This budget is divided into two main categories: *Recommendations by Audience Segment* and *Organizational Development*. The *Recommendations by Audience Segment* category has sub-categories of low, medium, and high investment.

Proposed Budget The David Sheldrick Wildlife Trust				
	FTE	Position	Annual*	Annual Range*
LOW INVESTMENT				
SNAPCHAT	0		\$0.00	0
STRATEGIZE ADWORDS	0		\$0.00	0
MESSAGE TIMING	0		\$0.00	0
MEDIUM INVESTMENT				
SELF GENERATED PUBLICATION				
Employee (Content Writer)	0	Volunteer	\$0.00	
Employee (Content Writer)	1	Mid-Career	\$50,911.00	
Employee (Content Writer)	1	Director	\$142,197.00	\$0.00 - \$ 142,197.00
ESTABLISH RELATIONSHIP WITH STUDENT CHAPTER AND ACADEMIC INSTITUTION				
Employee (Public Affairs Specialist)	0.25	Entry Level	\$11,413.50	
HIGH INVESTMENT				
DEVELOP ONLINE ENGAGEMENT				
Employee (Online Media Analyst)	0.25	Entry Level	\$12,257.00	
PLAND AND ATTEND EVENT				
Employee (Conference Manager)	1	Mid Career	\$59,734.00	
Employee (Conference Manager)	1	Director	\$115,929.00	
Registration Fee (CITES)	1	Observer	\$600.00	
Registration Fee (IUCN World Conservation Congr	1	General Observer	\$1,050.00	
Registration Fee (IUCN World Conservation Congr	1	Speaker	\$167.00	
MEDIA COVERAGE				
Employee (Public Relation)	1	Volunteer	\$0.00	
Employee (Public Relation)	1	Specialist	\$48,969.00	
Employee (Public Relation)	1	Manager	\$99,532.00	
Employee (Public Relation)	1	Director	\$127,721.00	\$0.00 - \$89,000.00
Publication (The Guardian)	1	Advertisement rate	Vary	
Publication (The Independent)	1	Advertisement rate	Vary	
Publication (National Geography)	1	Advertisement rate	Vary	
Publication (New York Times)	1	Advertisement rate	\$50.00	
ESTABLISH PARTNER WITH NGO LEADERS AND ACADEMIA				
Employee (Public Affairs Specialist)	1	Mid Career	\$58,779.00	
Employee (Public Affairs Manager)	1	Manager	\$122,250.00	

*average estimation

Table 3.7.a. Estimated budget for the recommendations

*0 FTEs indicates that the action can be accomplished by a volunteer with that specific expertise

Low Investment

Under this sub-category, the recommended initiatives are Snapchat, strategizing AdWords, tailoring message content and improving message timing. Most of the initiatives do not need a significant budget.

Medium Investment

The two medium investment initiatives are self-generated publications, and establishing relationships with student chapters and academic institutions. The organization would need additional human resources to implement these initiatives successfully. The salary range is from \$0 to about \$142,000.00, depending on the experience and skills of the hired candidate. For the second initiatives, DSWT could hire a part-time entry level candidate; thus the 0.25 FTE.

High Investment

Initiatives under the high investment category cater to long-term organizational development. The budget range, as like the initiatives, is broad.

Proposed Budget The David Sheldrick Wildlife Trust				
	FTE	Position	Annual*	Annual Range*
ORGANIZATIONAL DEVELOPMENT				
BUILD WEBSITE				
Website Administrator	1	Associate	\$74,695.00	
DATA ANALYTICS				
Data Analyst	1	Entry Level	\$57,261.00	
Analytics Software	1	Lowest	\$120.00	
Analytics Software	1	Highest	\$4,800.00	\$120.00 - \$4,800.00
DEVELOP RELATIONSHIP WITH INFLUENCER				
DEVELOP RELATIONSHIP WITH JOURNALIST				
Employee (Public Relation)	0	-	\$0.00	
SET UP COMMUNICATION WORK PROCESS				
Employee (Internal Communication)	1	Manager	\$85,334.00	
SET UP UNIFORM SUPPORTER REGISTRY				
Database Administrator	1	Admin	\$71,429.00	
Database Software	1	Oracle Standard	\$350.00	
Database Software	1	Oracle Enterprise	\$950.00	

*average estimation

Table 3.7.b. Estimated budget for the capacity recommendations

The second category, *Organizational Development*, has several sub-categories such as build website, data mining, develop relationship with influencer, develop relationship with journalist, set up communication work process, and set up uniform supporter database. Again, the annual expenses vary depending on the platform the organization chooses and the candidates hired. While deciding between options, the organization could conduct cost-benefit analyses to assess whether the strength and drawbacks are in line with the organization's position and goals.

CONCLUSION

4

4. CONCLUSION

The David Sheldrick Wildlife Trust, or DSWT, is a regional leader in wildlife conservation. Spearheaded by Dame Daphne Sheldrick, and with over 40 years of field experience, the Trust has developed a unique integrative conservation approach to address environmental challenges threatening Kenyan wildlife and their habitats. With a staff of approximately 200 persons, DSWT are pioneers in successful orphaned calf reintroductions that are sustainable and maintain long term populations through reproduction. Through their extensive work over the years, the Trust have developed strong relationships with local communities and government entities such as the Kenya Wildlife Service.

Although their holistic approach is the backbone to the Trust's success, the public was mainly aware of the orphan's project. Through the strategic communication plan the team has developed for the US and UK offices, the team aimed to help position the Trust as a leader in conservation management in order to influence policy and practice for wildlife rehabilitation and conservation.

After completing the necessary research, the team has developed recommendations to build upon their current communication efforts and audience.

The team has identified three audience segments that the organization can focus their efforts on: Millennials, NGO leaders, and Academics. These audience members were selected due to their personas and overall return on investments.

For external communications:

1. Strategize messaging and delivery
2. Strategize AdWords
3. Generate written content
4. Establish relations with student chapters (Millennials only)
5. Increase media coverage
6. Plan & attend events
7. Develop online engagement opportunities
8. Establish partnerships (NGO leaders and Academics)

To support these initiatives, the following recommendations were made for DSWT's capacity building:

1. Set up uniform supporter database
2. Set up communications work process
3. Build analytic capacity
4. Build website option for audience engagement
5. Enhance relationships with journalists
6. Develop relationships with influencers

The phenomenal work and accomplishments DSWT has achieved since 1977 is not easily replicable. The knowledge and experienced they have gained throughout the years is remarkably valuable for the conservation community. The strategic communication plan will help the Trust position itself as a leader in wildlife management and spearhead wide adoption of the conservation approach as Dr. Dame Daphne Sheldrick envisioned decades ago.



Photo Source: <http://1wallpaper.net>

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APPENDICES

APPENDICES

LIST OF APPENDICES

APPENDIX A: Special Days & Weeks for Posting

APPENDIX B: Guidelines for Self-generated Publications

1. Op-Ed
2. Press Release
3. White Paper

APPENDIX C: Conferences for Consideration

APPENDIX D: Data Analytics Resources

APPENDIX E: Media Kit

APPENDIX F: Uniform Supporter Database

APPENDIX G: Records of Posts' Topics

APPENDIX A: Special Days & Weeks for Posting

NAME OF SPECIAL DAY	DATE
World Wildlife Day	March 3rd
Earth Day	April 22nd
World Animal Day	October 4th
Sustainability Day	Fourth Wednesday of October
International Day of Climate Action (World Biodiversity Day)	October 24th
World Environment Day	June 5th
World Giraffe Day	June 21st
World Lion Day	August 10th
World Elephant Day	August 12th
World Habitat Day	First Monday of October
World Animal Day	October 4th
Sustainability Day	Fourth Wednesday of October
International Day of Climate Action	October 24th

NAME OF SPECIAL WEEK	DATE
Green Office Week (UK)	
Conservation Week	The 2017 date is 14 - 22 October
National Green Week	02 (first week in February every year in the US)

Appendix B: Guidelines for Self-Generated Publications

OP-ED - GENERAL STRUCTURE

- Keep it between 750 to 800 words
- Relate to current news
- Make one point at the beginning and carry throughout
- Keep sentences and paragraphs short
- Avoid jargon
- Have an active voice
- Maintain clear voice of the writer

Detailed Instructions

Lede

- Hook the audience
- Create an image
- Lead reader to your argument

Argument

- State in 1-2 sentences – if argument cannot be made within two sentences, then the argument may be too complex
- Explain why the reader should care about the matter

Evidence

- Present data, statistics, graphs – two to three points
- Can quote people if necessary
- Make specific recommendations

“To be sure”

- Acknowledge the opposition – only one point
- Keep it shorter than the evidence
- Counter with more data

“Kicker”

- Drive argument home
- Can close with something funny and witty

Taken from: (<https://journalistsresource.org/tip-sheets/writing/how-to-write-an-op-ed-or-column>, https://www.unh.edu/writing/sites/default/files/media/pdfs/op-ed_article.pdf)

PRESS RELEASE – GENERAL STRUCTURE

- Keep it under 500 words
- Write in third person
- Create a catchy, one sentence headline
- Utilize **inverted pyramid** method –include most important information and quotes in the beginning

Detailed Instructions

First paragraph

- Hook audience immediately
- Tell important information here as if this is the only part that will be read
- Describe the physical location (time, date, country, state, etc)
- Answer the five W's when applicable – Who, What, When, Where, Why

Body paragraph

- Include more detailed information, especially statistics
- Quote important staff members
- Can be more than one paragraph

Final Paragraph

- Restate and summarize main points
- Additional information – contact information, links to website, background information about DSWT

Taken from: <http://www.webwire.com/FormatGuidelines.asp>

WHITE PAPER – GENERAL STRUCTURE

- Keep it under 15 pages
- Create a catchy heading
- Relate it to topics
- Address the problem at the beginning
- Call-to-Action at the end
- Use charts, graphs, and data
- Give background information for the issue being addressed
- Pose a solution – make it compelling

Taken from: <https://academichelp.net/business-writing-help/write-white-paper.html>

APPENDIX C: Conferences for Consideration

CONFERENCES FOR CONSIDERATION

IUCN World Conservation Conference

Convention on Conservation of Migratory Species of Wild Animals (UNEP)

CITES

International Congress for Conservation Biology

Ecological Research and Training for Conservation

Thinking Animals United - Summit (NYC Org)

Asia for Animals conference

International Conference on Human Behaviour Change for Animal Welfare (UK)

Kenya Wildlife Conservation Forum (East African Wildlife Society)

APPENDIX D: Data Analytics Resources

Removed for discretionary purposes.

APPENDIX E: Media Kit

Removed for discretionary purposes.

APPENDIX F: Uniform Supporter Database

Removed for discretionary purposes.

APPENDIX G: Records of Posts' Topics

<https://docs.google.com/spreadsheets/d/12N4a4FmzNj8JcoNqZ-xIwxpgpm235PWC1u0XIbhAdt0/edit>