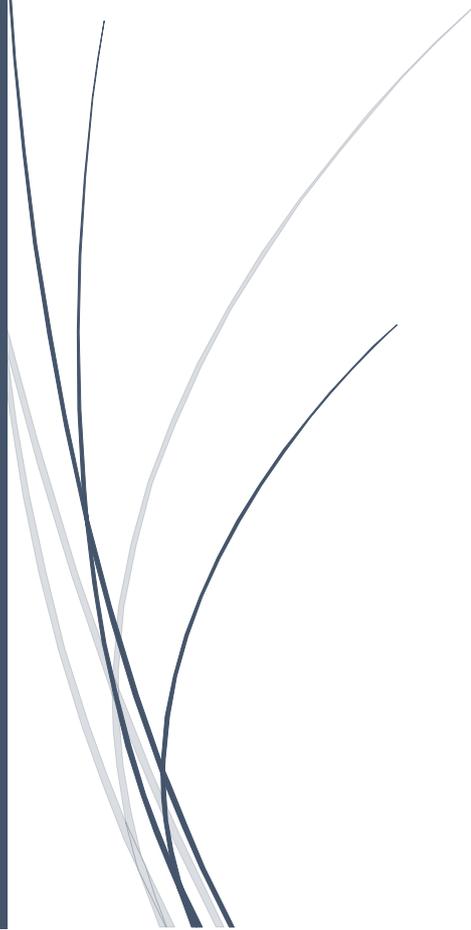




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# Professional Project: Social Media Plan for the Nonprofit, Girl Scouts of the USA



Rachel Kluger

ADVISOR: LUISA DEL CARMEN MARTÍNEZ GARCÍA

Rachel Kluger, MA program in Social Media: Management and Strategy, Universitat Oberta de Catalunya

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The purpose of this Master's Thesis is to develop a professional project with the objective of designing a new social media strategy for the US nonprofit known as Girl Scouts of the USA (GSUSA). The subject was selected, based on being a progressive, feminist organization that has been in operation in the US since 1912, and outside of said country since 1925, but whose public image and online presence have not evolved as much as its true identity and programming, which may be influencing its current state, marked by losses in membership and assets.

The strategy is based on a prior analysis of the nonprofit and its communications strategies, in particular, in social networks, concluding that, in order to reach its targets beyond its established community, it is not enough to tend well to that community, because recruiting via word-of-mouth has its limitations. Bearing in mind the above, a social media plan has been designed to generate a vast opening in the organization's online presence, through the incorporation of content curation, the explicit and active support of like-minded organizations, movements and events, the active publication of news and collaborations, and the launching of GSUSA on TikTok.

Keywords: social networks; marketing; social media strategy; nonprofits; feminist organizations

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## 1. Introduction and Project Description

The situation at hand is that of a consolidated US nonprofit that works towards empowering girls and women, for the purpose of educating them in leadership, and providing them with practical, social, psychological, and professional tools that will serve to help them develop fully in the future that they choose. The said nonprofit has evolved and adapted to the sociocultural changes occurring throughout the years, offering its participants new opportunities in line with the times, and yet, this evolution has not been conveyed to the general public through large-scale media campaigns, but rather, it seems that the nonprofit has kept it to the members of its community. Over the last couple of decades, the size of that community has been decreasing, as the power of word-of-mouth has lost some of its power in light of the strength of social media. It is currently considered little more than an especially childish, insignificant, and borderline sentimental extracurricular activity, to the extent of suffering belittling – and even mocking – from the public, whether young or old. Given this generalized situation, I decided to work on the present professional project, for the purpose of providing the organization – and more specifically, its true mission and activities – the media visibility that it needs to update its image as viewed by the general public, to grow again, and to begin to transform into a true global reference for its areas of operation.

Almost entirely unnoticed, Girl Scouts of the USA (GSUSA) has contributed to shaping leaders in a multitude of fields, from politics, to business, the civil and social environment, and even the most technological sectors. The figures imply a significant correlation between this nonprofit and the lives of its former members once they reach adulthood: in 2021, a total of 56% of US Congresswomen are former Girl Scouts, as are 71% of the current women Senators and the three women who have been Secretary of State for the US Government; 84% of former Girl Scouts perform leadership roles, 78% have university studies, and 48% carry out some sort of volunteer work (GSUSA, 2021 Girl Scout Alum Facts, 2021). However, these data are not common knowledge, but instead, as far as the general public is concerned, this nonprofit has ended up with an outdated, stereotyped image that is limited to practically only one of its most well-known activities: the sale of cookies, the ultra-famous Girl Scout Cookies. From after WWI until the present, almost the very first image that comes to mind when hearing this organization named is something like this:



*Illustration 1. First Lady Grace Anna Coolidge eating cookies gifted by a Girl Scout troop, year 1923 (LOC, 1923)*



*Illustration 2. A Girl Scout Cookie booth at a US military base, year 2010 (Free-Images, 2010)*

There is no intention here to minimize the merit of cookie sales, as this activity has historically been the most important source of income for Girl Scout troops to be able to pay for their other activities. On an institutional level, it is important within the program, because the organization

uses it to teach techniques for entrepreneurship, setting objectives, planning, marketing, budgeting, managing resources, working with the public, and evaluating results. It is an integral part of a much broader program designed to encourage and train in leadership. It is one of those activities that almost all Girl Scouts have participated in, including those who have become politicians, activists, tenured professors, engineers, businesswomen, doctors, marine biologists, sculptors, chefs, or astronauts, for example. In fact, almost all US astronauts are former Girl Scouts, and even they are associated with said cookies, given that they have actually taken them with them on their travels in space, as can be observed below (NASA, 2020).



*Illustration 3. Former Girl Scout and NASA astronaut, Jan Davis, eating [Shortbread o “Trefoils”] Girl Scout Cookies inside Space Shuttle Endeavour on 12 September 1992 (NASA, 2020)*

This is the situation GSUSA is in nowadays: it is a nonprofit that offers an invaluable program, but by behaving like a closed system (EDEBÉ, 2017) that depends largely on word-of-mouth, it does not manage to communicate all of its activities beyond the community it has already established. In this sense, I believe that this nonprofit needs to reinforce its presence on social networks, in order to convey its message to its target audiences and continue moving forward in its support of female leadership.

#### a. General Objectives of the Project

The general objective of this project is to create a social media strategy and plan for GSUSA that conveys all of its training/educational activities, using the most appropriate media platforms, and in the most efficient way, so that it can check the losses in membership – as well as its financial losses - that have been plaguing the organization for so many years (Crary, 2021). The plan created through this strategy should reach the organization’s target audiences beyond its already-established community, so that public opinion ceases to reduce its existence to the sale of cookies, and in turn, should allow the nonprofit to continue training new generations of girls to become the leaders of tomorrow.

## b. Specific Objectives of the Project

This organization<sup>1</sup> already has presence on several social platforms, but this fact does not guarantee that the content that it publishes or posts through its accounts will reach an audience beyond its own virtual community. It frequently uses a nomenclature that is common to the nonprofit, and that the public would have no reason to be familiar with, and this can be off-putting. Moreover, the other organizations it collaborates with, actively publish far more content about their joint collaborations than GSUSA does. This online behavior seems to indicate that the nonprofit is working from a closed focus with regard to its communications, and this may be a main reason why it is currently having difficulty keeping its figures up, with regard to the number of members. For this reason, it would be necessary to design a [new] social media strategy that focuses on more open external communications, and that is more active than passive in its content dissemination beyond the social networks.

Bearing in mind the above, the specific objectives of this project will consist of identifying and developing the most ideal techniques and tactics to include in the strategy, for the case of a nonprofit in its situation and with its specific needs, both at an organizational level and with regard to communications, marketing, and actions to take on social media. To this end, research will first be conducted on the socioeconomic context of GSUSA, as well as an analysis of its external communications, including its particular use of social networks, and its positioning as compared with other networks and other organizations that are similar or within the same environment.

## 2. Justification for Interest

GSUSA is one of the largest nonprofits among the national organizations of the different countries comprising the World Association of Girl Guides and Girl Scouts (WAGGGS), dedicated to female empowerment. There are currently approximately 2.5M people – 1.7M girls<sup>2</sup> and 750k adults – who are members of GSUSA, amongst all the groups inside the US and overseas (GSUSA, Facts About Girl Scouts, n.d.). It is a secular, apolitical organization whose objectives are centered on a female leadership program created on the basis of activities and projects developed in different thematic areas, such as Science, Technology, Engineering and Mathematics (STEM), entrepreneurship, life skills and the outdoors. This nonprofit is more than 100 years old, and it has evolved over time. Even during the COVID-19 pandemic, it has developed new, virtual formats and forums for activities, and has implemented a comprehensive change in its visual branding (the logo, colors, shapes, etc.).

The choice of GSUSA for this project has not been at random, but rather, for personal reasons. I joined the organization in 1978, and participated in its activities for a decade, until I turned 18 and graduated high school, which is the age at which the program ends. Years later, I signed up again, but this time as an adult, and I have spent the last 10 years performing different volunteer roles, as well as becoming a lifetime member of the organization. I am currently a troop leader for the oldest girls (high school juniors and seniors) and a co-chair for our local group, and I collaborate with two committees dedicated to its most prestigious awards (at the local and regional levels) and one regional-level committee dedicated to strategic partnerships. I have witnessed, first-hand, the multiple structural, programming, and corporate image changes carried out within the organization, and I have also observed the lack of knowledge of the public with regard to this nonprofit that I appreciate so much.

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<sup>1</sup> Within the context of this project, *GSUSA* shall always refer to the organization's (inter)national headquarters, and in particular, its actions online, given that many of its groups – at different levels – have their own websites and presence in social networks.

<sup>2</sup> From here onwards, the minors who are GSUSA members shall be known as *girls* or *Girl Scouts*.



*Illustration 4. The author (left) in June of 1981, during the bridging ceremony (graduation from one age group to an older one, in this case from Brownie level to Junior level) of my younger sister (right)*

*Illustration 5. The author (right) in June of 2021, in pandemic times, during the bridging ceremony (in this case from Ambassador level to Adult level) of the oldest girls in our local group (left)*

From this perspective, viewing the difference between what the organization actually does, and what public opinion says of it, I find it frustrating not to be able to explain to the general public the invaluable work it does, so that they understand it and give it the support that it needs. On the other hand, upon delving into GSUSA's presence on social media, it becomes clear that this nonprofit takes very good care of its virtual community, with vibrant, attractive content, published appropriately and pleasantly, but which does not seem designed to reach its target audience beyond that community. It is as though – within the social network environment – it lacked the boldness or courage that it tries to encourage from its own members. However, in recent months, the organization has begun to show a certain consciousness of this situation, and I have begun to notice some changes in its online presence.

In fact, the nonprofit is currently seeking social media experts, to shape a new strategy in this field, while it launches the brand on one of the most popular platforms (TikTok). During the month of October 2021, GSUSA published a job listing for a Digital and Social Media Manager (GSUSA, Digital and Social Media Manager, 2021) and another for a Digital and Social Media Associate. The job descriptions included, among other things, the creation and publication of content for the different social media platforms, the support for the different member, partner and e-commerce strategies, the management of the organization's online publications calendar, the monitoring and analysis of GSUSA's presence on social networks, and the development and launching of the organization on TikTok.

This employment offer indicates that the organization's presence on social media is going to experience a change in management, which might also imply the implementation of different or broader actions than starting a TikTok account, because it can produce new strategies in this sense. It is worth noting that GSUSA is extremely careful with its reputation, both online and off.

The values that it promotes, as will be discussed below – in its search for gender equity, diversity, sisterhood, respect, etc. – are fundamental in all that takes place under its name.

However, that care does not necessarily prevent reputational crises. Little more than a year ago, following the appointment by the then President of the United States of a candidate to the Supreme Court, GSUSA did what was politically correct, and through social networks, offered Justice Amy Coney Barrett its congratulations on becoming the 5<sup>th</sup> woman named to said Court. The complaints arrived right away, given that the history that said Justice had had in court reflected that she tended to act according to beliefs that were totally contrary to the values of the nonprofit. GSUSA deleted its publication from its Twitter and Facebook accounts, and commented with a new tweet: “Girl Scouts of the USA is a nonpolitical, nonpartisan organization... We are neither red nor blue, but Girl Scout GREEN. We are here to lift up girls and women... If you would like to debate partisan politics – keep scrolling.” (Mangan, 2020). The situation did not escalate, but it did stand out that the organization would enter into a potential online crisis by following its policy of supporting women.

In real life, the current state of GSUSA includes losses of members, which also translate into losses of assets, and an image that no longer corresponds to reality, plus the nonprofit’s search for new management for its social media presence. It would be the ideal moment to review the strategy that it has followed up until now and propose a new one to carry out from here on in, including the tactics for launching the brand on TikTok.

An approach of this type would be essential for an organization in need of an updated or renewed image in the eyes of the public. On the other hand, given the subject itself, it would be relevant and aligned with the UOC’s Master’s Program in Social Media: Management and Strategy. Granted that the objective of the project is to help a nonprofit dedicated to female empowerment – that is, to encouraging the 50% of the population that is subordinated to the other 50% of the population, due to the patriarchal systems so firmly rooted in society – it could be considered a potentially very promising social contribution, and would be an appropriate and sufficient professional project for a Master’s Thesis.

### 3. Environment of the Nonprofit

The nonprofit, GSUSA, is known above all for its most public and visible activity, the sale of Girl Scout Cookies. This fact is not at all surprising, because the Girl Scout Cookie program is the largest girl-run business in the world, with sales of almost 200 million boxes each season (Crow, 2020). What most of the public is not aware of are the rest of the activities that the organization sponsors, focusing on as many subjects as there are member interests. They also do not know other data, such as its reach, with 1.7 million current youth members and more than 50 million former members of the nonprofit (Rossen, 2021).

#### a. Description of the Nonprofit

Founded in 1912 by Juliette Gordon Low – as a female response to the founding of the Boy Scouts by Lord Robert Baden-Powell in England – the organization faced a certain amount of rejection from society, due to concerns about the possible masculinization of the girls through the activities that Low led with them, such as sports, outdoor activities, and the acquisition of skills beyond those required for the life of a homemaker (Rossen, 2021). However, the nonprofit carried on, and adapted to the times, providing support to the community, in both times of war and times of peace. It has always been known for its policy of inclusivity and diversity (racial, ethnic, religious, etc.), in part inspired by its founder’s deafness, and even from the 1930s, published its materials in several languages (Crow, 2020).

During peacetime, the program centered on outdoor activities, small community service projects, learning life skills (from first aid, sports, and environmental topics, to haberdashery,

theater, bureaucratic paperwork, or the first notions of computer science, for example), and the sale of cookies as the main fundraising activity for the troops, and of entrepreneurship and pride for the girls themselves. The organization still offers many of these activities, but the focus has changed. Now, as a core element of its programming, GSUSA has developed the Girl Scout Leadership Experience (GSLE), which is characterized by following three processes – girl-led, cooperative learning and learning by doing – and a three-step approach to finding solutions to issues, which includes personal discovery, connection with the physical and/or personal environment and taking action (GSUSA, The Girl Scout Leadership Experience, n.d.).

In addition to providing them with a series of practical tools, GSUSA instils in them a profound sense of civic duty, while encouraging them, in order to help them gain “courage, confidence and character,” in such a way that they feel equipped to better create, develop and carry out their own projects aimed at making “the world a better place”, always within each girl’s possibilities (GSUSA, Facts About Girl Scouts, n.d.). For the youngest girls, this can mean small projects, such as designing and implementing a paper-recycling program for a school, or the installation of special swings in a public park for children with disabilities (in both cases, requiring planning and contact with the corresponding local authorities, always with the supervision of the troop leaders). For the older girls, it can mean the creation of a nonprofit dedicated to combatting gendercide through specific and health education in the communities where it takes place (GSUSA, Gold Award, n.d.), the publication of a free book on mental health and eating disorders among adolescents, or the development and presentation of legislation to meet the needs of the deaf community when taking official exams, such as the SAT or exams for civil servant positions.

At this point, it is important to note the difference between a project of this type, and a community service project. A GSUSA “Take Action Project” (or TAP) typically requires more preparation and development time, uses SMART (Specific, Measurable, Attainable, Relevant, and Time-bound) objectives, and is, above all, sustainable. It is like the difference between building a well and distributing barrels of water. Both actions are necessary, but they depend on the moment in time. In the case of a flood, for example, certain items may be urgently needed, such as food, water, clothing, etc., and donation and distribution campaigns may be performed to this end. In turn, at calmer times, plans can be made and implemented to build rainwater collectors as a preventive measure.

As a part of the GSUSA activities, the girls learn how to organize both types of projects, considering TAPs to the ultimate goal, because they generate a lasting impact, and the girls have the opportunity to create and lead teams, and take part in the entire process. In the end, the girls feel accomplished and capable, and that is a basis of the nonprofit’s leadership program. The more ambitious girls can work toward GSUSA’s most prestigious recognitions, which are the Bronze, Silver and Gold Awards, and which imply truly exemplary projects. Seen in this light, with its different activities and goals, it is clear that this organization cannot be defined merely by its encouragement of entrepreneurship through cookie sales.



*Illustration 6. Mention of a remarkable Gold Award project, published on the organization's Instagram account (girlscouts, In facing global challenges, Gold Award Girl Scouts use creativity and technology to find solutions. [social network post], 2021)*

In terms of its communications, GSUSA is active on social media, with profiles and accounts on Instagram, Twitter, LinkedIn, YouTube, Pinterest, and Facebook, with its official blog and its website in English and Spanish. With so many members, it is essential that it offer its community – girls, volunteers, partners, and sponsors – significant online support, in addition to keeping them informed, excited, and dedicated. The nonprofit understands the importance of this and takes care of its community online.

After more than 100 years in operation, GSUSA continues with its mission of empowering girls. That said, while at one time, Girl Scouts used their knowledge and skills to grow civilian community gardens, or drive ambulances for the Red Cross, nowadays, the girls use their resourcefulness and personal interests to develop all sorts of projects, from protecting species in danger of extinction, to creating devices for rural villages to be able to use manure to power generators or designing online programs to support human trafficking victims. The organization has grown enormously, and it needs to maintain its infrastructure if it wants to keep helping to shape these young leaders.

#### b. Corporate Image

The corporate image of a company can be defined as that which comes to mind of that company, its products, and its services. It is the product of the company's performance, media coverage and activities (Bhasin, 2019). According to this definition, the corporate image of GSUSA has changed over time, but not as much as it should have, as it is not enough to look after that image internally. The nonprofit publishes its news prudently on its social platforms and website, but if they are not published on other media, they will not reach the general public. They do serve to ensure member, donor, staff, and volunteer loyalty; however, if an organization is perceived as outdated, it will clearly need to take action in order to update its image (Crary, 2021).

This does not imply that the nonprofit's actions and activities are outdated. Some 11 years ago, GSUSA tried to renew its image for the first time in decades, to attract a broader, more diverse public. It transformed and updated its badge program, created a digital fundraising system, and engineered a triannual national conference to expose more people to the organization (Olson, 2016). Subsequently, some five years ago, the organization launched a new marketing campaign focusing on its G.I.R.L. initiative (Go-getters, Innovators, Risk Takers, Leaders) (Olson, 2016). It even published a Public Service Announcement (PSA) showing the new and innovative direction it had taken (GSUSA, Watch Our PSA: I'm Prepared...to Lead Like a Girl Scout, 2016).

It is complicated for a nonprofit of this type to shed an image that it has had for over a century. Referring to Americus Reed, a marketing professor at UPenn's Wharton School, and who studies how people identify with – and remain loyal to – brands or products, Olson (2016) explains that some people are attracted because the DNA of a brand like Girl Scouts comes from stereotyped gender roles, while others reject it, because they are looking for something more progressive for their daughters, such as coding. If a scholar dedicated to this subject is unaware that one of the main focuses of the nonprofit is everything surrounding STEM topics (including the specific coding badges designed for almost all age groups), GSUSA is going to have to work much harder to renew and update its corporate image.

This past summer of 2021, as announced by the FBI in a press release on its official website, this public US institution had signed a collaboration agreement with the nonprofit to support STEM programs for girls (FBI, 2021). And in December of 2021, Big Brothers Big Sisters of America (BBBS) announced a collaboration with the nonprofit for its own innovative pilot program (BBBS, 2021). The question is why it was so difficult to find these news items, or why GSUSA itself did not announce them, while the collaborating organizations did.

In short, the nonprofit has a limited, stereotyped image that does not represent reality, and is more representative of 40 or 50 years ago, when its members wore easily identified uniforms on the street, sold their cookies, sang, and occasionally went camping. In turn, its established community knows very well that the entire program has adapted to the times, and to girls' interests and needs, but the organization has not managed to make this reality effectively visible to the general public.

### c. Mission, Vision and Values

GSUSA has very well-defined elements behind its reason for being, such as its mission and its law, and these are applied at all levels and all people involved in the organization. That is, both the staff and volunteer pool, and the participating girls, know and follow them. What's more, they are among the most highlighted aspects of the Spanish-language version of the website.

#### **Our Mission**

Girl Scouting builds girls of courage, confidence, and character, who make the world a better place.

#### **Girl Scout Promise**

On my honor, I will try:  
To serve God\* and my country,  
To help people at all times,  
And to live by the Girl Scout Law.

#### **Girl Scout Law**

I will do my best to be  
honest and fair,  
friendly and helpful,  
considerate and caring,  
courageous and strong,

and responsible for what I say and do,  
and to respect myself and others,  
respect authority,  
use resources wisely,  
make the world a better place,  
and be a sister to every Girl Scout.

\*Members may substitute for the word God in accordance with their own spiritual beliefs. (GSUSA, ¿Quiénes Somos?, n.d.).

Better known to the general public is the Girl Scout Motto, “Be prepared,” which was explained in the 1947 *Girl Scout Handbook*, which states, “A Girl Scout is ready to help out wherever she is needed. Willingness to serve is not enough; you must know how to do the job well, even in an emergency” (GSUSA, Tradiciones de Girl Scouts, n.d.). This motto is shared with BSA. In fact, it is so well-known that, during the US Government Press Conference held on 21 December 2021 regarding the actions to be taken as per COVID-19, White House Press Secretary, Jen Psaki, referred to said motto, stating, “And we will be prepared, like Boy Scouts and Girl Scouts:”



Illustration 7. Screenshot of the recording of the White House Press Conference of 21 December 2021 (TheWhiteHouse, Press Briefing by Press Secretary Jen Psaki [YouTube video], 2021).

By searching the website, local news or organization social networks and respective groups, we can observe to what extent these purposes and ideals materialize. The values expressed in the Girl Scout Law become a personal goal, but they also comprise the pillar of the overall movement, with the ultimate objective of “making the world a better place.” The girls who participate as members of GSUSA learn to create, develop, and carry out sustainable, measurable civil or environmental projects to solve issues that they themselves have identified in their respective communities, and beyond.

#### d. Graphic Identity

The GSUSA logo or emblem has changed several times since its origin, the last time being in 2021, so recently that, as of mid-December 2021, several groups had not yet updated their style guides. Maybach (2021, paragraph 2) shows the history of said logo, and explains that the original logo

was a heraldic gold lily, framed by a green clover. They also comment that the organization has never abandoned that clover base of the logo, though Saul Bass' design from 1978 softened it, and it has thus become an iconic shape that works throughout the system.

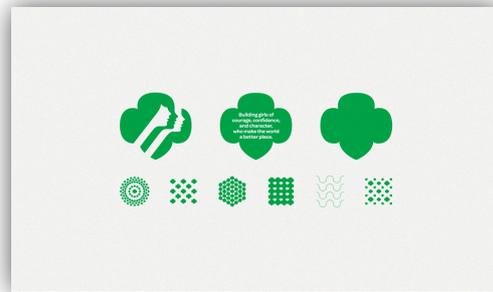


Illustration 8. History of the GSUSA logo up to 2009 (Maybach, 2021).

Illustration 9. Logos and styles from the 2010s (Maybach, 2021).

The GSUSA headquarters' website does not offer branding information to the public, but instead has restricted access to it (GSUSA, Girl Scouts Brand Center, n.d.). To access the nonprofit's branding rules, one must visit the website of one of the more than 100 Councils that comprise the organization. In this case, the USAGSO (USA Girl Scouts Overseas), website has been used; it offers a branding and style guide, though it does not yet include the new, 2021 logo (USAGSO, USAGSO Style & Branding Guidelines, n.d.). The same group has also created a section on its website dedicated to branding norms to be used by volunteers (USAGSO, Volunteer Brand Center, n.d.). The new logo can be viewed in a few other Councils in the US, and it could be said that it is more stylized (GirlScoutsHH, Girl Scouts Brand Refresh, n.d.), and it can have its own page dedicated to marketing resources (GirlScoutsHH, Marketing Resources, n.d.).



Illustration 10. Style guide for using the trefoil as the GSUSA logo (2021) (GirlScoutsHH, Girl Scouts Brand Refresh, n.d.).

The headquarters' website does have a FAQ page regarding brand and legal use (GSUSA, Copyrights and Trademarks, n.d.), in English and Spanish (GSUSA, Terms and Conditions, 2021).

#### e. Communication

Salvador i Peris (1999) works with nonprofit communication, making several distinctions regarding the marketing of said organizations, and considering communication as a strategic tool for nonprofits (Salvador i Peris, 1999, p. 9). His work explains the importance of using the most modern communication techniques to convey their identity and corporate image, and refers to Sennet, who warns that, in a continually transforming society, image will not be a fixed, stable value, but will be subjected to public debate and to a continuous transformation process. From the messages perceived, audiences will grant greater credibility to some – over others – depending on the social situation and educational level of the receiving audience. Nonprofits should keep working to get a clearer and differentiated image, based on their original values, out to the public sphere, but without overlooking the fact that solidarity also sells (Salvador i Peris, 1999, p. 10).

More recently, Sanz de la Tajada (2009) enters into further detail regarding the nature of marketing among different types of organizations, citing E. Ortega, a) by the private or public control of the property, b) by the social dimension of the organization, which may be individual or a group, and c) by the nature of the goods and services managed, which may be sold (for-profit organizations) or not (nonprofit purposes) (Sanz de la Tajada, 2009, p. 4). In the same text, he compares conventional marketing with non-business marketing, the latter pertaining to nonprofits, and referring to Santesmases, who distinguishes four types of marketing: nonprofit organization marketing, public marketing, political marketing, and social marketing (Salvador i Peris, 1999, p. 6). The first type refers above all to private nonprofit organizations, the second to public entities and institutions, the third to political parties and organizations, and the last to those organizations with intentions of generating social and behavioral change.

At this point, one can begin to see where the present study subject might fit. Given that GSUSA is not a public institution, and remains apolitical, it could not use public or political marketing. By reducing the possibilities, however, it becomes somewhat harder to distinguish: does it use nonprofit organization marketing or social marketing? For Sanz de la Tajada (2009), it is much more difficult for a nonprofit to use this latter form, because it implies more socially profound objectives, but his concept synthesis makes it clear: the former entails activities of exchange of all nonprofit organizations, whether public or private, in a competitive environment, whereas the latter comprises the design, implementation and control of programs, for the purpose of increasing acceptance of an idea or social cause among certain groups of people (Sanz de la Tajada, 2009, p. 8).

GSUSA is an organization dedicated to empowering girls and women, in a patriarchal environment that still has misogynist remains. Following the definition above, it uses social marketing, within both internal and external communications. For the internal communications, from a volunteer perspective, it uses everything from intranet, emails, and internal social media to software for working with shared documents and videoconferencing software. For the external, mainly formal, communications, it has its website, blog, and public accounts on social networks, including Instagram, Twitter, LinkedIn, YouTube, Pinterest, and Facebook. It also connects to its virtual community through live and recorded events, conferences, press releases, and email, particularly since the beginning of the COVID-19 pandemic, though the organization is gradually going back to holding in-person events, following strict safety practices.

#### f. Specific Environment

Following the explanation by (EDEBÉ, 2017, p. 17) on a company's specific environment, this includes those elements that are external to a company and are closely related to it, and therefore, have a very direct influence; these include suppliers, clients, competitors, financial entities, public administrations, labor market and community. In general, these components do

not stand out especially for GSUSA, as compared with other nonprofits, except for competitors, which are relevant for the purposes of this study.

From its beginnings, the organization has had occasional clashes with Boy Scouts of America (BSA), its male counterpart. At first, the latter alleged that the girls adopting the name of “Scouts” instead of “Guides,” or using uniforms in the same khaki color, made the Boy Scouts seem less masculine (Rothschild, 1981, p. 115). The most recent dispute between the two organizations arose from an action taken by BSA in 2017, consisting of opening its doors to girls, for the purpose of compensating for dropping membership numbers in recent years. In fact, GSUSA filed charges against BSA in 2018 for infringing in several ways on some copyrights registered to GSUSA by Congress many years prior, since said infractions had caused the nonprofit irreparable damage by eroding the distinctive image of the organization (Vigdor, 2021).

This situation has also been particularly damaging for GSUSA, because BSA has traditionally represented particularly patriarchal and conservative values and has maintained an enormous religious patronage (from different churches, especially the Catholic and several Protestant branches) to this day, whereas GSUSA has always represented a more progressive perspective, offering both “feminine” and feminist contents (the proportion varying by era), and remaining apolitical and secular. For members of GSUSA, this action by BSA has been received with disbelief and anger, as a sort of personal and deceitful attack, because BSA marketing to girls included a leadership program, outdoor adventures, and the possibility of becoming Eagle Scouts, insinuating that GSUSA did not provide such an offering.

In contrast, GSUSA has traditionally worked not to take actions that might jeopardize the competition in this way. Even among the groups that operate outside of the US, when performing recruiting campaigns, they try to avoid recruiting potential participants from other local organizations that also belong to WAGGGS. In general, the nonprofit acts with extreme caution and correction, which protects its image, but also results in other, apparently more aggressive organizations taking advantage in different areas. It would be concerning to consider the possibility of this having anything to do with GSUSA working only with girls, though it is also interesting to note that, unlike other organizations dedicated to girls, such as the Young Women’s Christian Association (YWCA) or Camp Fire Girls (originally created as the female version of BSA), GSUSA has always been managed by women (Rothschild, 1981, p. 115).

#### g. General Environment

The general environment around GSUSA is apparently unoriginal, as compared with similar nonprofits. Perhaps most noteworthy is its reason for being, resulting from several elements of said environment. When considering the technological, economic, political-legal, sociocultural, environmental, and demographic subsystems of the general environment (EDEBÉ, 2017, p. 16), then yes, Juliette Gordon Low created the organization for the purpose of offering girls opportunities they did not have, solely due to their female sex, and this situation existed above all due to sociocultural and political-legal factors. By the 1920s, GSUSA already pushed for ethnic and cultural diversity, adding the economic, environmental, and demographic elements.

#### h. Economic Component

Girl Scouts of the USA is a US nonprofit with designation 501(c)(3) and IRS certification as of 1919. According to GSUSA’s tax statements, the organization has over \$100M each year, in both income and expenditure, and it has been as of the 2019 fiscal year that it has recorded more expenditure than income (CharityNavigator, Girl Scouts of the USA, n.d.), doubtless related to the COVID-19 pandemic. The largest programs that it runs include the programming for girls and the learning opportunities for adult members (42%), the support for all 111 Councils stateside and USAGSO (39%), and brand promotion and external interaction (17%) (CharityNavigator, Girl Scouts of the USA, n.d.). It is important to note that, in the interest of total transparency, the

organization also publishes its financial statements on its own website (GSUSA, Consolidated Financial Statements and Supplementary Information Together with Report of Independent Certified Public Accountants, 2020).

One might compare the economic data of the organization with those of the YWCA, for example, which operates with the equivalent of about 10% of GSUSA's income (CharityNavigator, YWCA USA, n.d.). An in turn, upon searching for the financial component of BSA (now Scouts BSA or Scouting.org) in the same fiscal database for US nonprofits (CharityNavigator, Boy Scouts of America, n.d.), no information corresponding to its finances can be found, and instead, there is a "High Advisory" notification. This is due to the organization declaring bankruptcy in 2020, facing the high-profile litigation for more than 80,000 cases of sexual abuse; as of mid-October 2021, they were still negotiating a payout of almost \$1,900M by BSA (Christensen, 2021).

#### 4. Research Prior to Designing the Social Media Plan

Before designing a social media strategy, it is necessary to analyze the presence of GSUSA online, to ascertain the current state of said presence, in order to take it as a starting point. Only with this information will it be possible to identify the different Strengths, Weaknesses, Opportunities and Threats (SWOT) that characterize it, and have enough data to design a strategy to propose, with its general and specific objectives, its tactics, and its techniques.

At this point, one should note that, as of 7 December 2021, there was no longer any virtual sign of the job listings that GSUSA had published in October 2021 for a Digital and Social Media Manager and a Digital and Social Media Associate. At the end of November 2021, it had published new listings with profiles relating to communications, marketing, and specifically social media, such as a Communications Coordinator (GSUSA, Communications Coordinator, 2021), who would take charge of much of the management and monitoring of the nonprofit's internal and external communication.

From the publication of these job listings, one might infer that GSUSA is creating a new social media team, which will be responsible for, among many other things, working in strategic development, as is listed in the job descriptions, such as "Inform social media customer care strategy based on trends" (GSUSA, Social Media & Customer Care Coordinator, 2021). The timeliness of this coincidence is noteworthy, and it will be interesting to see if the design created herein is in any way similar to the idea developed in the nonprofit, which will surely base this on the starting point established around this time, though within the organization there is much more – and more detailed – information available regarding prior campaigns and strategies.

##### a. Visibility as a Metric for Online Reputation

GSUSA's online reputation is uneven, in the best of cases. Despite its long progressive history, its large size and its emphasis on the areas of STEM (Science, Technology, Engineering and Mathematics), outdoors, entrepreneurship and life skills, Google searches for organizations with these focuses yield results where the nonprofit is scarcely visible. The following table reflects the positioning of GSUSA links from different keyword searches (Girl Scouts, Organizations for girls, Girl empowerment organization, Girl STEM organization, Girl outdoor organization, Girl leadership organization) after erasing the search history and changing the computer set-up for a US user, plus the links to indirect results where the organization is mentioned within external results long before its own links appear on their own.

Table 1. Results of Google keyword searches for feminist youth nonprofits

Keywords	Number of results on 7.12.2021	1 <sup>st</sup> direct result of GS* on 7.12.2021	1 <sup>st</sup> indirect result of GS on 7.12.2021	Search link	Link of the indirect result
"Girl Scouts"	14.1M	1	∅	<a href="https://bit.ly/3GqdQVc">https://bit.ly/3GqdQVc</a>	∅
Organizations for girls	7.750M	73	3	<a href="https://bit.ly/3rRSwDE">https://bit.ly/3rRSwDE</a>	<a href="https://to.pbs.org/31Cie48">https://to.pbs.org/31Cie48</a>
Girl empowerment organization	11.7M	>200	35	<a href="https://bit.ly/3DrKROI">https://bit.ly/3DrKROI</a>	<a href="https://moneyminder.com/blog/ultimate-list-girl-empowerment-programs/">https://moneyminder.com/blog/ultimate-list-girl-empowerment-programs/</a>
Girl STEM organization	99.6M	72	27	<a href="https://bit.ly/3EueGPY">https://bit.ly/3EueGPY</a>	<a href="https://www.asg.com/en/Resources/Blog/April-2021/16-organizations-helping-women-to-advance-in-stem.aspx">https://www.asg.com/en/Resources/Blog/April-2021/16-organizations-helping-women-to-advance-in-stem.aspx</a>
Girl outdoor organization	216M	13	4	<a href="https://bit.ly/3pz6Mi0">https://bit.ly/3pz6Mi0</a>	<a href="https://www.parentmap.com/article/organizations-with-mission-to-get-girls-outdoors">https://www.parentmap.com/article/organizations-with-mission-to-get-girls-outdoors</a>
Girl leadership organization	215M	31	∅	<a href="https://bit.ly/3lpjg4B">https://bit.ly/3lpjg4B</a>	∅

\*GSUSA or any of its Councils or groups

It is convenient to note at this point that many of the organizations appearing amongst the results above specialize in only one specific area, such as STEM, outdoors, etc., and said area might even appear in their names. At first this might seem positive for GSUSA, but it does not downplay the organization's lack of visibility in precisely its focus areas for the girls' programming. It shows a very unfavorable SEO for the nonprofit.

#### b. Audit, or Diagnosis of Social Network Use in the Specific Area

The nonprofit, GSUSA, is quite active on social networks, and from its website, one can directly access its accounts on Instagram, Twitter, LinkedIn, YouTube, Pinterest, Facebook, and its Blog. In order to prevent general and online reputation crises, aside from overseeing a correct content publication, it is very careful with its image and graphic identity and has a series of rules regarding its textual and visual representation. There is no public access to the norms on the headquarters' website, but they are published at the Council level. An initial dive into its social network presence on 8 December 2021, looked as follows:

Table 2. Metrics based on the GSUSA accounts on social networks

Platform where GSUSA is present	Username	Followers	Followed accounts	Publication total; number this month	Views	Engagement rate, 6 Nov. – 6 Dec. 2021
Facebook	Girl Scouts @GirlScoutsUSA	1,185,611	N.A.	N.A.; 43	N.A.	0.069%
Instagram	girlscouts	165,609	797	3,811; 40	N.A.	0.721%
Twitter	Girl Scouts @girlscouts	96,595	2,350	49.4k tweets; 42	N.A.	0.033%
LinkedIn	Girl Scouts of the USA	46,522	N.A.	N.A.; 2	N.A.	0.370%
YouTube	Girl Scouts of the USA	15,2k	N.A.	1,229 videos entre 56 lists; 0	5,280,144	N.A.
Pinterest	Girl Scouts @gsusa	46,6k	152	1,078 pins	494.3k/month	N.A.
Blog	gsblog <a href="https://blog.girlscouts.org">https://blog.girlscouts.org</a>	N.A.	N.A.	N.A.; 1	N.A.	23 likes, with no other data

The data for this table is from GSUSA’s respective social network accounts (GSUSA[@GirlScoutsUSA], n.d.) (GSUSA[@girlscouts], n.d.) (GSUSA[@gsusa], n.d.) (GSUSA[girlscouts], n.d.)

For the purposes of this audit, the engagement rate has been calculated for the month from 6 November 2021 to 6 December 2021, that is, over a 31-day period. This rate comprises the number of audience interactions with the organization, as related to the number of followers that the organization has in the corresponding social network account, and in this case, has been calculated with the following formula (Sehl, 2021):

$$\frac{\text{Number of likes + comments}}{\text{Number of followers}} \times 100 = \text{Engagement rate (\%)}$$

The platforms with the most substantial GSUSA use and presence during the said period have been Facebook, Instagram, and Twitter, with similar figures of 40-43 posts on each platform. The corresponding metrics yield interesting engagement rates, with a higher rate in Facebook than in Twitter, despite having more than 10x as many followers in the former than in the latter – considering that said rates usually drop as the number of followers increases – while the Instagram rate reflects a much higher level of interaction by the nonprofit’s audience in said platform, and especially high as compared with the other two.

Comparing these rates with the social media benchmarking report from Rival IQ (Feehan, 2021), which measures the engagement rate per post, the following result is observed:

Table 3. Engagement rates, in GSUSA’s main social network accounts, compared with the averages for all industries and for nonprofits overall

Engagement rate per publication per follower	All industries	Nonprofits	GSUSA
Facebook	0.08%	0.13%	0.069%
Instagram	0.98%	1.41%	0.721%
Twitter	0.045%	0.055%	0.033%

The engagement rates are somewhat more than 50% of the median for the nonprofit sector, indicating an extremely low level of interactions on social networks, in particular considering that these rates are specifically compared with those of organizations from the same sector. They are also below the median percentage for all industries. In turn, these figures would have to be contrasted with the publication rates, which are higher for GSUSA than for the rest of the sector in Facebook and Instagram (more than 2X in the latter), and lower in Twitter.

Table 4. Activity, measured in publications per week in the main GSUSA social network accounts, compared with the averages of all the industries and nonprofits overall

Activity in publications per week (median)	All industries	Nonprofits	GSUSA (mean)
Facebook	5.5	9.2	9.7
Instagram	4.0	4.0	9.0
Twitter	4.4	11.1	9.5

Conversely, there are the hashtags, which GSUSA does not use in excess, but rather, uses quite appropriately. In fact, it bases them on Girl Scout themes – such as #GirlScouts, #LikeAGirlScout, #GirlScoutsRock, #GirlScoutsGiveBack, #GirlScoutStyle, #gsGoldAward, #gsBronzeAward, #BecauseofGirlScouts, #GSDestinations, #gsOutdoors – and other more generic, solidary types, like #NationalSTEMDay, #NativeAmericanHeritageMonth, #STEMday, #Engineering, #STEMgirls, #WomensEntrepreneurshipDay, #NationalTakeAHikeDay, #VeteransDay, #NationalCampDay, #BlackGirlMagic, #GirlsSupportingGirls, #WorldKindnessDay, #ClimateAction, #GivingTuesday or #RaisingAwesomeGirls. The results from the period observed can be viewed as follows:

Table 5. Use of hashtags, in total numbers, percentages of specific GSUSA and other hashtags, and number per post

Use of hashtags	# Total / # GS / #Other	% GS / % Other	# / Post
Facebook	14 / 04 / 10	28.6% / 71.4%	0.325
Instagram	55 / 26 / 29	47.3% / 52.7%	1.375
Twitter	41 / 12 / 29	29.3% / 70.7%	0.976

Again, there is a constant use of hashtags, but there is still a relatively low average as compared with the recommended amount, which is 2 per Facebook post (Olafson, 2021), up to 10 per Instagram post, though some say between 1 and 3 is most common on said platform (Newberry, 2021 Instagram Hashtag Guide: How to Get More Reach [blog entry], 2021), and up to 2 per tweet (Dorney, 2021). In turn, the generous use of emojis within the texts published is worth noting, which gives them a colorful, cheerful aesthetic, though without providing the same benefits as a well-studied use of hashtags.

### c. Benchmarking Analysis

For an analysis of this type to help identify the best ways to act, one must choose a competitor to analyze and compare its own social media actions. The competitor organizations mentioned up until now, such as Boy Scouts of America (BSA) or the Young Women’s Christian Association (YWCA) do not entirely meet this description, due to sex and religion reasons, but there is an interesting one: WAGGGS. It would technically be considered an indirect competitor (Santora, 2021), because GSUSA is a member of WAGGGS, as are many other national girls’ scouting and guiding organizations, but for that reason, it can serve as an example. For this purpose, one can also view the gross figures of followers and posts, engagement rates and hashtag use, of its accounts on the same main platforms as GSUSA (Facebook, Instagram y Twitter) and run in English.

Aside from its website, available in several languages, WAGGGS has a presence on Twitter, Instagram, Facebook, LinkedIn and YouTube, accessible from said website (WAGGGS, 2021). An initial view gives an idea of this organization’s reach:

Table 6. Metrics based on the WAGGGS accounts on GSUSA’s main social networks

Platform where WAGGGS has a presence	Username	Followers	Followed accounts	Publication total; number this month	Engagement rate, 6 Nov. – 6 Dec. 2021
Facebook	World Association of Girl Guides and Girl Scouts @wagggsworld	156,662	N.A.	N.A.; 41	0.061%
Instagram	wagggsworld	26,080	349	1,240; 20	0.786%
Twitter	World Association of Girl Guides and Girl Scouts @wagggsworld	27,613	2,164	18.7k; 65	0.046%

The data for this section is from WAGGGS’ respective social network accounts (WAGGGS[@wagggsworld], World Association of Girl Guides and Girl Scouts, 2021) (WAGGGS[wagggsworld], 2021) (WAGGGS[@wagggsworld], World Association of Girl Guides and Girl Scouts, 2021)

It is important to highlight the size difference of the virtual communities of these nonprofits on these platforms: on Facebook, 1,185,611 followers for GSUSA and 156,662 for WAGGGS, on Instagram, 165,609 followers for GSUSA and 26,080 for WAGGGS, and on Twitter, which is the closest, 96,595 followers for GSUSA and 27,613 for WAGGGS. It could be stipulated that the

engagement rate would decrease with an increase in the number of followers, but as can be seen below, this is not always the case. And something unrelated to these data, but which could be relevant, is that the GSUSA social network accounts are verified, while the WAGGGS accounts are not.

Table 7. Engagement rates, in the main GSUSA social network accounts, compared with the averages of all industries and nonprofits overall, and with WAGGGS

Engagement rate per publication per follower	All industries	Nonprofits	GSUSA	WAGGGS
Facebook	0.08%	0.13%	0.069%	0.061%
Instagram	0.98%	1.41%	0.721%	0.786%
Twitter	0.045%	0.055%	0.033%	0.046%

This first comparison between GSUSA and WAGGGS reflects certain similarities in engagement rates of the two nonprofits in their respective Facebook and Instagram accounts, and a notable difference on Twitter, despite the substantial difference in the number of followers. It is also relevant that neither organization reaches the average rate for nonprofits overall, though WAGGGS approaches it in the case of its Twitter account.

Table 8. Activity, measured in publications per week in the main GSUSA social network accounts, compared with the averages of all the industries and nonprofits overall, and with WAGGGS

Activity in publications per week (median)	All industries	Nonprofits	GSUSA (mean)	WAGGGS (mean)
Facebook	5.5	9.2	9.7	9.3
Instagram	4.0	4.0	9.0	4.5
Twitter	4.4	11.1	9.5	9.5

In the case of publications per week, both organizations approach the average for nonprofits on Facebook and Twitter, while GSUSA stands out by more than doubling the average in its Instagram account. Despite this, it barely exceeds the average in its engagement rate on said platform.

Table 9. Use of hashtags, in total numbers, percentages of specific WAGGGS and other hashtags, and number per post, and compared with GSUSA

Use of hashtags	# Total / # WAGGGS / # Other	% WAGGGS / % Other	# / Publication (WAGGGS)	# / Publication (GSUSA)
Facebook	164 / 11 / 153	6.7% / 93.3%	4.0	0.325
Instagram	430 / 10 / 420	2.3% / 97.7%	21.5	1.375
Twitter	143 / 21 / 122	14.7% / 85.3%	2.2	0.976

This table reflects a totally different use of hashtags by WAGGGS from that observed by GSUSA. In both Facebook and Instagram, it uses more than 10x as many hashtags per post as GSUSA. It is precisely in Twitter where there is the least difference in said use, and where it has the most engagement as compared with the competitors.

#### d. SWOT

Having performed the initial research, it is possible to summarize the strengths, weaknesses, opportunities, and threats (SWOT) of GSUSA's current situation together, so as to visualize them better. It is important to indicate that the weaknesses and strengths are from the organization, whereas the threats and opportunities are from the environment, whether general or specific.

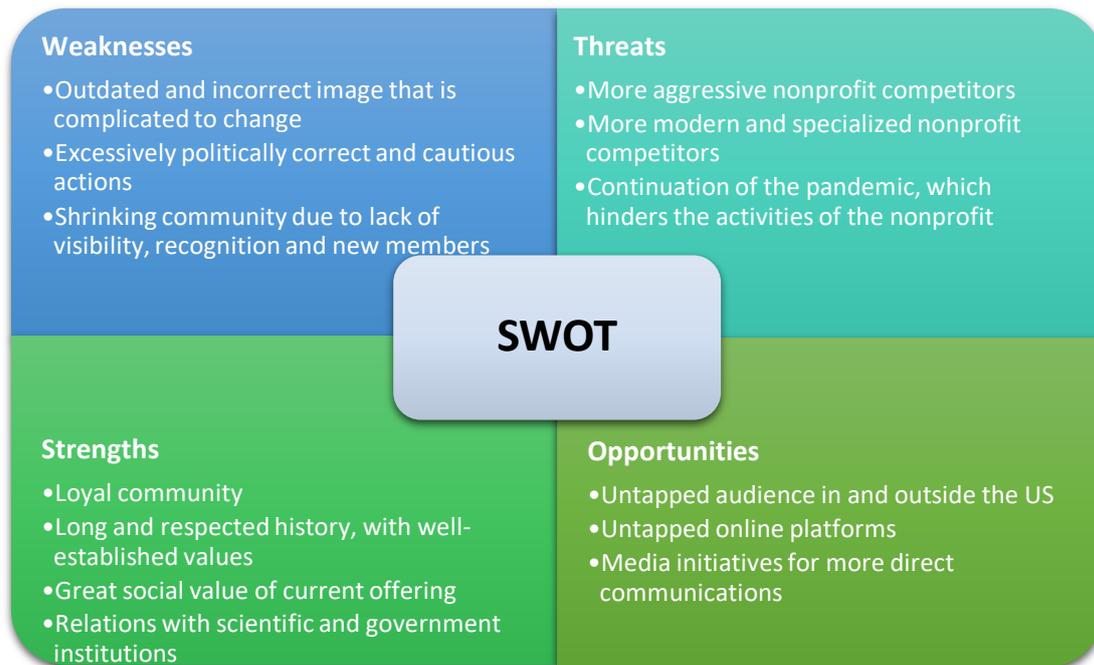


Illustration 11. SWOT for GSUSA as of December 2021

Possibly, the hardest weakness to overcome is based on the outdated and incorrect image that the nonprofit has not yet managed to shake, despite the real changes it has made in its programming, and the efforts to make them visible; its public actions, and in this case on social media, could be considered excessively politically correct, which on occasion has entailed contradictions of its values or lost opportunities; and it has been losing membership numbers for decades. The threats focus on nonprofits that act more aggressively and do not carry that outdated and incorrect image, and on the pandemic situation.

Despite these elements against it, GSUSA still has a loyal community, with a long, respected history, a series of well-established values and a current offering of great social value. With this, and a significant effort to take bolder action and using other media and platforms, it should gain access to its as-of-yet untapped target audience.

#### e. Ethical and Regulatory Legal Framework

As mentioned previously, GSUSA is transparent with its rules, offering open access to almost all of them on its website, including its terms and conditions (GSUSA, Terms and Conditions, 2021), its social media best practice guide (GSUSA, Social Media Community Guidelines, n.d.) and its copyrights and trademarks (GSUSA, Copyrights and Trademarks, n.d.), though its branding center has restricted access. Each Council also has its own norms, based on those of the national organization. It publishes its tax information each year, providing financial transparency, as well.

Aside from these norms and practices, the nonprofit obligates all volunteers and staff who will be interacting with the girls to perform a legal background check prior to their interaction with them, and this is repeated every three years while they continue to work with them. Moreover, it has ethical, and physical/psychological guidelines – also depending on the activities carried out – for those adults who work with them. These guidelines are also open-access, and each Council has its own customer service program to answer any questions in this regard. The organization has accident insurance policies, for instance, and other insurance for riskier activities (sporting, outdoors, or involving transport, for example). As with the specific communications area, GSUSA is scrupulous with its regulations, as it works with girls [who are minors], and they must be protected at all times, and in view of any possible incidents.

## 5. Strategy for the Social Media Plan

Having studied the overall current situation of the nonprofit, and visualized the summary in a SWOT, one can begin to consider the best ways of using social media to help reverse the declining trend in the number of organization members and assets.

### a. General and Specific Objectives – and Strategy – for the Social Media Plan

The general objective of this social media plan consists of granting visibility to all GSUSA messages and activities via the most appropriate platforms, so as to reach its targets outside of its established community and help to update and reinforce the image and reputation of the organization as per the general public (Lalueza, s.f.). This objective is based on the idea that an improvement and expansion of the recognition of the nonprofit, in turn, would serve to grant it greater visibility and prominence, attract more participants and potential members, and indirectly put a stop to the losses suffered in recent years (Lalueza, s.f.). In terms of corporate digital identity, this objective intends to increase several elements of the organization's online reputation, such as prestige, trust, popularity, visibility, relevance, influence, top of mind and top of heart (Lalueza, n.d.).

Linking these terms to the concept of SMART objectives (sustainable, measurable, attainable, relevant, and timely), all the elements of online reputation are *measurable* and comparable over time, using different indicators and metrics from communications on social media (Sandulescu Budea, 2017). As can be viewed subsequently, the objective itself is *sustainable*, given that it would incorporate different tactics to the nonprofit's communication strategy over the course of one year, for the purpose of halting and reverting a specific trend, though subsequently these same practices could be consolidated and used permanently. Regarding the *attainable* factor, the lines of action to follow are close enough to the tasks already performed in social networks to be viable, but innovative enough for this organization that they could generate a truly significant impact on GSUSA's online presence and with regard to the general public. Both the general objective and the lines of action are *relevant* to the nonprofit because they would try to disseminate its messages, mission, values, and activities to its target, to expand its visibility, popularity, relevance, etc., and the initial plan itself is set to take one year (*timely*), though the idea is for the strategy to be incorporated permanently by the organization.

It is a long-term plan, given that the changes in the figures relating to membership are observed from one year to the next. However, it would be feasible, for instance, to measure the changes in the reach and effect of GSUSA messages on social networks monthly, quarterly, semesterly and annually. That said, four specific objectives are established within the social media plan: publicly create a link of interest and mutual support between the organization and others with similar missions, values, and activities; actively and more broadly disseminate the news and collaborations of the nonprofit; explicitly and openly encourage those movements and events that it currently only supports subtly and internally; and launch the presence of GSUSA on TikTok.

It is worth noting that the four specific objectives are designed to support the general objective of expanding the reach of the nonprofit's online publications to its target audience beyond its already consolidated community, but as will be shown below, the KPIs and metrics that can be used to assess its performance need not be directly related to said general objective. Thus seen, generalized KPIs are established for almost all the specific objectives, even if they are measured indirectly, or with different metrics according to the specific platforms and publications posted.

For example, globally, a KPI related to SEO could be established, so that the keyword rankings and hashtag performance could improve progressively. This indicator could be essential for the purposes of this strategy, using metrics indirectly related to the actions performed by GSUSA in its social network accounts.

Table 10. Objectives of the SEO KPI of keyword rankings throughout the [first] year of the social media plan

Keyword	Number of results on 7.12.2021	1 <sup>st</sup> direct result of GS on 7.12.2021	1 <sup>st</sup> direct result of GS after the 1st quarter	1 <sup>st</sup> direct result of GS after the 1st semester	1 <sup>st</sup> direct result of GS after the 3rd quarter	1 <sup>st</sup> direct result of GS after the 1st year
“Girl Scouts”	14.1M	1	1	1	1	1
Organizations for girls	7,750M	73	Top 60	Top 50	Top 40	Top 30
Girl empowerment organization	11.7M	>200	Top 150	Top 100	Top 75	Top 50
Girl STEM organization	99.6M	72	Top 60	Top 50	Top 40	Top 30
Girl outdoor organization	216M	13	Top 10	Top 10	Top 10	Top 10
Girl leadership organization	215M	31	Top 25	Top 20	Top 15	Top 10

(Torchynska, 2021)

Other globally established KPIs would include Social Share of Voice (SSoV), calculated using mentions, and the respective engagement rates (including the applause rate, average engagement rate and amplification rate) on the different platforms used (Shleyner, 2021). Aside from the descriptions of the KPIs assigned to each specific objective and line of action within their subsections, a complete table of the specific objectives, lines of action, KPIs and metrics to be used will be provided in subsection 6.c. dedicated to the monitoring and evaluation of the present social media plan.

The strategic plan would include a series of actions, tactics and techniques that emphasize the publication of content in more open environments, shared with other organizations and movements, and in general, an increase in external communications, from merely outside the intranet, to outside the already consolidated virtual community. There would be a more public and proactive incorporation of content and contacts, with different social movements and nonprofits that it currently collaborates with or expresses its affinity for privately or passively. The diversification of contacts, content, formats, and platforms would be a fundamental part of this strategy.

### b. Audience Mapping

In general, GSUSA has several target audiences, including donors and partners large and small, the people who comprise its staff, and others who constitute its volunteer pool, the girls who participate as members and their respective families. Nowadays, the national nonprofit relies on partnerships, collaborations or other types of support from multiple companies and organizations, from AT&T, Dell, General Motors, Instagram, The North Face or the SETI Institute, to the Citi Foundation, the Ford Foundation, Lego, Microsoft, AstraFemina, the Society of Women Engineers or the FBI (GSUSA, Corporate and Foundation Champions, n.d.). Apart from this support, each Council has its own partners and collaborators on a regional or local level. The organization needs not improve in this area, but rather, in the recruitment of new members, and the volunteers that usually accompany them.

For the objectives of this plan, the strategy has been designed for the general public, but above all, for those families that seek a leadership, entrepreneurship, outdoor and/or STEM experience for their daughters. These families can be divided into three main groups, in descending order of priority for the plan: the parents (and aunts and uncles), aged 25-50 years old, approximately, the grandparents, aged approximately 50-75 years old, and the girls, aged 5-18 years old. As the organization seeks and supports social, religious, cultural, etc. diversity, and offers grants to those girls with difficulties in paying the annual registration fee, so the financial aspect does not entail an impediment to any girl wishing to participate, the target audience would include all

demographic groups, so long as the minors registered identified as girls, that is, they were considered by their schools and communities – and lived – as girls (GSUSA, Social Issues, n.d.).

c. Actions and Tactics for the Social Media Plan

This social media plan includes four lines of action to pursue the four specific objectives established, where each line of action would be developed in parallel with the others, with two lines (the 1st and 4th) generating and publishing content more or less constantly, while the other two (the 2nd and 3rd) would produce and publish their content more occasionally. An approximation to the publication calendar corresponding to the first semester of the plan – which is quite similar to that of the second semester – is offered below:

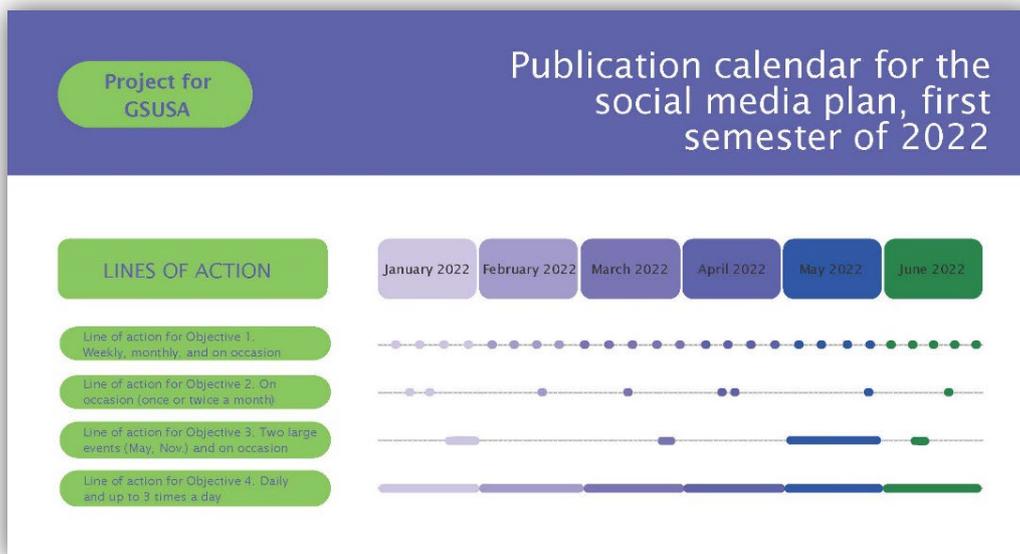


Illustration 12. Social media plan publication calendar, first semester of 2022

As can be seen next, the calendar reflects the diverse actions to perform and the content to post, which in turn, are designed to influence different KPIs or metrics and components of the presence of the organization online. And all of it is meant to increase the reach and visibility of the brand online, far beyond its already established virtual community.

i. Link between GSUSA and Other Peer Organizations

Table 11. Specific objective 1. Link between GSUSA and other similar organizations

<b>Objective 1. Create a link of interest and mutual support on social media, between the organization and others with similar missions, values, and activities</b>		
<b>This objective intends to improve (albeit indirectly) the <i>notoriety</i> of GSUSA on social media, through a 40% increase in brand reach over the first semester and 60% over the first year.</b>		
Action	Platforms	Periodicity or dates
<b>Content curation, publishing shared content, and using hashtags and mentions of other organizations</b>	Mainly Facebook, Instagram, LinkedIn, and Twitter, plus the monthly e-newsletter	Preparation of the content for a weekly post on social networks, monthly e-newsletter, and occasional other cases

The first line of action corresponds to the objective of **creating a link of interest and mutual respect between the organization and others with similar missions, values, and activities**. It would consist of the incorporation of a content curation program, to complement the content that is created and published by the organization, which currently either comes from the nonprofit itself, or is directly related to it or to the people who participate in its activities. It would entail a certain added volume that would come from collaborating organizations, such as the FBI, Dreamworks, or WAGGGS, or from other more distant entities that share the same values as GSUSA, like UN Women. It would also come from sources that encourage the same interests and activities as the organization, to increase the scope of its network (Newberry, Content Curation: How to Do It the Right Way (Plus Tips and Tools) [blog entry], 2020).

This line of action also implies a significant time investment, but one that has been lacking up until now by the nonprofit, and which would help complete its online presence. Content curation offers numerous benefits: it incorporates external perspectives to show how the organization's voice fits in its own sector, it improves SEO, it generates an increase in website traffic and in leads, broadens brand knowledge, and transforms the organization into a reference for trustworthy information, for instance (Royse, 2021). It is considered that a 60/40 ratio is necessary to achieve balance; that is, 60% of the content that it posts should come from other sources, while only 40% should be its own creation (Royse, 2021). The reasoning behind this is based on the fact that the posts with links to third-party websites generate 33% more clicks than those linked to their own websites, and those organizations that use a balanced system, publishing 50-75% of curated content, have the highest click-to-conversion and conversions per-post rates (Handy, n.d.).

Considering that GSUSA rarely shares content from other sources in its social media accounts, it has a great deal to do in this sense. To correct this lack, it would need to select the best content for external sources, add its own knowledge and experiences to give it that personalized added value, and share said content when and where its target audience really needed it (Rouart, 2020). Following the steps published in 2013, it would have to perform the 4S's of content curation: Search, Select, Sense making, and Share (Guallar, 2014). Moreover, as a fundamental additional element to establish the link of interest and support for nonprofits or institutions that are sources of curatable content, it would use mentions and hashtags referring to said organizations.

At some point, this tactic would entail a type of action that might seem contradictory: praising the competition. Inevitably, GSUSA will observe that some organizations with similar missions, values and activities will be its direct- or pseudo-competition, but this is not reason enough to avoid sharing their content if it reflects the nonprofit's interests. In fact, giving occasional compliments or praises to a competitor reflects warmth, trust, and transparency, and can benefit the organization (Strong, 2021). As an example, some nonprofits dedicated to STEM activities for girls, like Girls Who Code (GirlsWhoCode, n.d.) or Technovation Girls (Technovation, n.d.) might publish information on social media about a new campaign of theirs, which in turn, GSUSA might identify as very valuable to its target audience; the latter could share that information in its own social network accounts, and congratulate the former for their initiative. The organization should not only avoid criticizing the competition (because this type of attitude could make it look bad), but rather, should go so far as to praise them (MastermindEvent, 2017).

Social listening tools, such as Hootsuite, BuzzSumo, Twitter Lists, Scoop.it, Feedly, ContentStudio or Google Alerts, would be used, according to the budget that the organization decided to allocate to this. The selection and publication of the curated content would be practiced with great care, always aligned with the secular and impartial policies of the nonprofit, and always providing its corresponding added value. In addition, it would be published above all in GSUSA's accounts on Facebook, Instagram, LinkedIn, and Twitter, plus the monthly e-newsletter, adjusting the format to the given platform in each case. The calendar for this line of action would

be difficult to foresee, so to start out, content curation would be practiced daily, preparing the content to program its posting once a week, plus the monthly e-newsletter sent to subscribers, and those occasional days when content of special interest to the organization were detected.

Articles, announcements, news, speeches, and practically any type of communication could be curated, so long as it reflected the interests and values of the nonprofit. The following are two examples of possible content to curate: a report on the experience of female athletes in the US, and a textual quote from a speech by US Vice President Kamala Harris on the importance of girls knowing that they have a voice and power in society, with a link to the good feminist news from throughout the year:

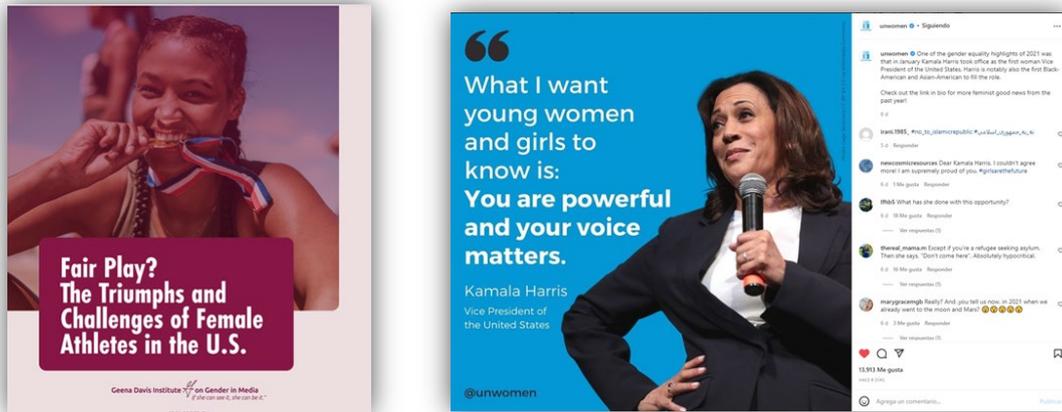


Illustration 13. Report from GDIGM on the triumphs and challenges of female athletes in the US (GDIGM, 2021)

Illustration 14. Textual quote from a speech by Kamala Harris on the potential voice and power of young women and girls, with a link to different feminist news from throughout the year (unwomen, 2021)

The idea would be to convert its online presence into a balanced system as per curated vs. created content. For the first semester of the social media plan, it would try to increase the percentage of content curated from external sources (vs. created content) published in its social network accounts from the current <5% to >30%. For this purpose, the metric would consist of calculating the percentage of each type of content (created vs. curated) over the total publications. After the first semester, an assessment would be performed of the progress of the general and specific objectives, to determine whether the organization should further increase (possibly up to 50%) the proportion of curated content to publish the following semester.

Regarding the **KPIs** and **metrics** corresponding to this first objective, for *notoriety* in particular, it would measure the number of impressions and reach of the post (publication). To monitor this *awareness* metric, the following formula would be used (Shleyner, 2021):

$$\frac{\text{Measurement of the reach of the post}}{\text{Total number of followers}} \times 100 = \text{Percentage of the reach of the post}$$

Complementarily, though it would not be part of the four official objectives of this plan, a monthly, quarterly, semesterly, and annual monitoring would be performed of the metrics described in Chapter 4 for the prior analysis of the nonprofit's situation on social media, including those corresponding to its followers (and the corresponding growth), the engagement rate (including followers, publications, likes, shares, and comments), publications per week, and hashtag use. This would be especially important, because it would enable monitoring the evolution of the KPIs – during the entire plan process – with the starting point established with the original analysis performed on said metrics. It would also be relevant, considering the

relatively low rates of some of said metrics, like the engagement rates in GSUSA’s main accounts on Facebook, Instagram, and Twitter, and facilitating the evaluation of the impact of the posts from this specific line of action.

ii. Active Dissemination of News and Collaborations

Table 12. Specific objective 2. Active dissemination of news and collaborations

<b>Objective 2. Actively and more broadly disseminate the nonprofit’s news and collaborations on social media</b>		
<b>This objective intends to generate more interest and curiosity about the organization, which would impact website traffic, through a 15% quarter-on-quarter growth in the number of website visits (or sessions).</b>		
Action	Platforms	Periodicity or dates
<b>Publication of the nonprofit’s collaborations and news</b>	Facebook, Instagram, LinkedIn, TikTok, Twitter	Occasional, following GSUSA’s pressroom calendar

The second line of action corresponds to the objective of **actively and more openly disseminating the nonprofit’s news and collaborations**. It would imply introducing a new line of content, where it explicitly, openly, and actively would publish a lot of content that it currently posts only on its website Press Room, or its more business-type account on LinkedIn. Said content would include news above all, like the naming of former Warner Media executive Sofia Change to the position of CEO, GSUSA’s collaboration with BBBS, or the generous donation made by the Ford Foundation to support the organization’s work in diversity, equity, inclusion, and access and racial justice (GSUSA, Press Room, n.d.). Another such information source that could be of interest and that is not necessarily posted on social networks would be the organization’s blog (GSUSA, gsblog, n.d.).

Currently, some of this news – like the naming of the new CEO – is published on one platform one day, and on the others much later. This can seem somewhat strange, given that the organization apparently uses a specialized platform (SproutSocial) to manage its social networks. Considering this, part of this line of action would be to recommend standardizing the publication times of this type of content, or at least the same day. And in general, the same news would be posted on all the networks, though always adapting to the formatting requirements of each platform. Perhaps the only news of this type that might not be published on all the nonprofit’s accounts would be those which only draw administrative or bureaucratic interest, and which would be posted on LinkedIn, and maybe Facebook and Twitter. In turn, all news in any way affecting the participating girls – as one of the target audiences of the organization – would also need to be published on the platforms that they themselves use most, like Instagram or TikTok, aside from the platforms that their families (parents and grandparents, for example) use, which statistically include Facebook, Twitter, LinkedIn, etc. more.

One example of GSUSA news that the organization has published on very few platforms has been its collaboration with the FBI. This is in stark contrast with how the latter has given it more visibility through its own platforms, such as Twitter, below:



Illustration 15. FBI tweet about its STEM collaboration with GSUSA, in August of 2021 (@FBI, 2021)

However, on 7 January 2022, only two days before the deadline to submit this Project, GSUSA used this tactic of announcing a new collaboration on several platforms, including its blog and its accounts on Facebook, Instagram, LinkedIn, and Twitter. It was about an activity consisting of a series of in-person and virtual visits to Amazon facilities around the world, designed according to the girls' ages and focusing on the different STEM careers and their contributions to business in a world that is increasingly marked by new technologies.

At this point one might mention that, although it is encouraging to see GSUSA use this advertising tactic on its different social media platforms, there might be significant repercussions from this initiative, both socially and within the organization.<sup>3</sup> No matter how successful said company may be, and how well it uses new technologies to improve its logistics system, for GSUSA to collaborate with a company sued on numerous occasions due to its working conditions, could gravely jeopardize the reputation of the nonprofit (Kantor, 2021).

In any case, the following images present GSUSA's corresponding posts in its different social network accounts. It can be observed that the nonprofit uses a technically correct or suitable system for sharing the same news on different networks. That is, it uses the same, or similar, images (and in the case of Instagram and Twitter, converted into short videos), similar texts, and the link to the blog article, with slight variations in format, according to each platform, which lends a certain amount of diversity and interest to the news posted.

<sup>3</sup> Just hours after publishing its posts on its social network accounts, it received very critical comments about this initiative, not due to its content, or the focus of the activities, but because of the choice of collaborating company. As in the case of GSUSA's congratulations to Justice Amy Coney Barrett in its day, Amazon generates controversy due to allegedly operating in ways that contradict the values that the nonprofit defends, and as a result, there are members of the organization's audience who speak against this association. The impact of this decision on GSUSA's reputation remains to be seen.



Illustration 16. Collaboration between GSUSA and Amazon, blog entry (GSUSA, The 411 on a New STEM-Focused Adventure Developed with Amazon [blog entry], 2022)

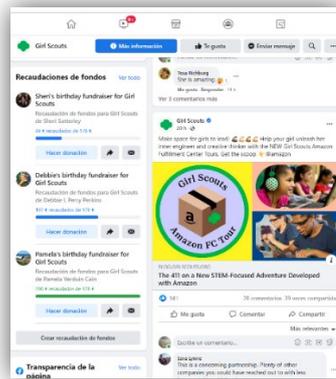


Illustration 17. Collaboration between GSUSA and Amazon, Facebook post (@GirlScoutsUSA, 2022)

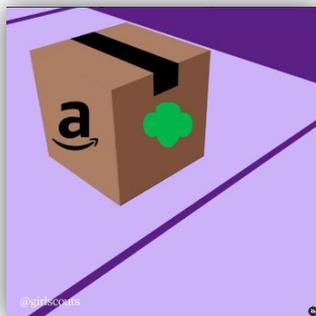


Illustration 18. Collaboration between GSUSA and Amazon, Instagram post 1/3 (girlscouts, 2022)



Illustration 19. Collaboration between GSUSA and Amazon, Instagram post 2/3 (girlscouts, 2022)



Illustration 20. Collaboration between GSUSA and Amazon, Instagram post 3/3 (girlscouts, 2022)



Illustration 21. Collaboration between GSUSA and Amazon, LinkedIn post (GSUSA, Girl Scouts and @Amazon are joining forces to help girls lead in a tech-driven world! [social network post], 2022)

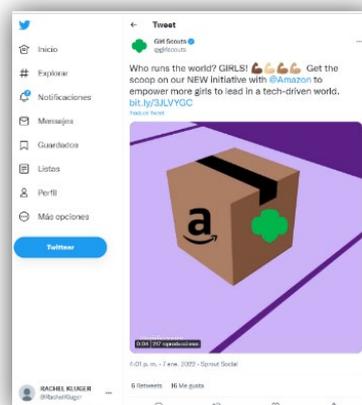


Illustration 22. Collaboration between GSUSA and Amazon, Twitter post (tweet) (@girlscouts, 2022)

Despite this pleasantly surprising action by GSUSA – referring to the tactic used in social media, and not necessarily the collaboration itself – the nonprofit’s current presence on social networks tends to focus on more internal and entertainment content on the platforms where it has the most followers, like Facebook, Instagram, and Twitter. The incorporation of this type of news in its accounts on said platforms would entail an important opening towards a broader audience, without implying a significant increase in the work to be done, given that this information is already published internally. The calendar for this line of action would necessarily follow the publication calendar for GSUSA’s online Press Room and would include other related news not covered in the Press Room. In any case, this news does not apparently have a set calendar with public access, so its publication on social networks would be based on when it arose, in a sense as in the case of the content curation line of action.

At least one posting or announcement would be published on each GSUSA social media account (website, blog, social networks, etc.) regarding each confirmed collaboration or item of important news, as in the example presented above, regarding the collaboration with Amazon. The nonprofit would ensure that the other collaborating organization would not be the only one to publish said news. Granted that this line of action is occasional and unforeseeable from an outside perspective, it would not be possible to establish a fixed publication calendar. Nonetheless, the nonprofit’s Press Room could be monitored, as could the accounts of the collaborating organizations, daily, to guarantee that no relevant news was missed.

As for the **KPIs** and **metrics** corresponding to this second objective, to perform the nonprofit’s website traffic monitoring, the number of website visits, or sessions, would be calculated, as would their origins. The fact that GSUSA uses SproutSocial indicates that it already has access to these metrics, and thus could monitor and assess the results of its corresponding efforts on social networks (Sukhraj, 2020).

On the other hand, and as stated with the first objective and line of action, as a complement, monthly, quarterly, semesterly and annual monitoring would be performed of the different metrics described in Chapter 4 for the prior analysis of the nonprofit’s social media situation, in the hopes of enabling the assessment of the impact of the publications coming from this particular line of action.

iii. Support for Movements and Events

Table 13. Specific objective 3. Support for external, but likeminded, movements and events

<b>Objective 3. Explicitly and openly encourage, on social media, those movements and events that it currently only supports subtly and internally</b>		
<b>This objective intends to increase the nonprofit’s audience’s engagement (interactions) on social media, including all its components (likes, comments, shares, etc.), drastically, by 100% over the course of the year, to reach and possibly surpass the average for nonprofits in said environment (Feehan, 2021).</b>		
Action	Platforms	Periodicity or dates
<b>Publication of support for external movements and events</b>	Facebook, Instagram, Twitter, TikTok	Month of May (Mental Health Awareness Month); 25 Nov. - 10 Dec. (16 Days of Activism against Gender-Based Violence)

The third line of action corresponds to the objective of **explicitly and openly encouraging those movements and events that it currently supports only subtly and internally**. Due to the officially impartial nature of the nonprofit, this action could possibly be the riskiest on a reputation level, and therefore, in need of especially close advice and monitoring by the organization (Leiva Aguilera, 2019). GSUSA already has an online code of conduct, and it strictly follows netiquette norms and laws, but this does not prevent the nonprofit from sparking a reputational crisis due to its actions or content online, as in the case indicated in Chapter 2 (and now possibly the additional case indicated in subsection 5.c.ii.). Regardless, granted the speed with which it solved the corresponding problem generated, it seems clear that the organization is prepared to handle such occurrences.

Since its inception, GSUSA has rejected discrimination and encouraged diversity, both in real life and online. It publishes congratulatory posts on social networks regarding multiple religious events throughout the year, such as Ramadan in the spring, or Hanukkah, Christmas, or Kwanzaa in the fall and winter. It encourages participating in different cultural events, like #HappyLunarNewYear in February, #MesDeLaHerenciaHispana in October, or #NativeAmericanHeritageDay in November. This 11 October 2021, it celebrated #NationalComingOutDay in its Facebook and Instagram accounts, congratulating a Gold Award Girl Scout for her project based on the creation of an educational program encouraging embracing the LGBTQIA community (girlscouts, On this #NationalComingOutDay, we're highlighting Gold Award Girl Scout Sophia [social network post], 2021).

It is a nonprofit that prides itself on not discriminating against participating girls, or the other members of the organization, due to demographic reasons, and bearing in mind the complex political time in the US referring to racism, this is especially the case for people with darker skin. According to the topics presented at GSUSA's latest annual Lifetime Membership meeting, held virtually on 7 December 2021, the organization intends to take even bolder measures to become a nonprofit that is not merely not racist, but that is truly anti-racist. For this purpose, GSUSA is currently undergoing a global audit with regard to Diversity, Equity, Inclusion and Racial Justice, with the help of a substantial donation by the Ford Foundation (GSUSA, Annual Lifetime Member Virtual Event with GSUSA's Interim CEO, Judith Batty, 2021).

This line of action refers precisely to those social media campaigns that could result from this type of measure. However, the organization would have to take special care with how it acted. Though GSUSA might agree with the values expressed by the Black Lives Matter (BLM) movement, for example, it would probably not support it directly, because said movement is closely associated with the Democratic Party of the US. As another example, although some participating girls created projects to work with menstrual health and might work with nonprofits dedicated to sexual and reproductive health, like Planned Parenthood, GSUSA could not easily associate with the campaigns of said nonprofit, because it has become especially controversial, due to offering abortions, among its many services. Considering the above, and in light of the potentially riskier movements for the organization's reputation, it would be important to wait on the results of the Audit, prior to proposing related media campaigns to launch in social networks.

That said, there are movements and events that the nonprofit could support openly, without apparent risk. It already celebrates several short events relatively briefly, such as Black History Month, the International Day of Women and Girl in Science, and World Thinking Day in February, or Earth Day and National Park Week in April. However, there are campaigns and movements that require more social media coverage, more in-person and virtual activities, and more engagement, such as the following two events:

Firstly, although it has existed in different forms since 1949, it wasn't until April 2021, that current US President Joe Biden actually declared the month of May 2021 Mental Health Awareness Month (TheWhiteHouse, A Proclamation on National Mental Health Awareness Month, 2021, 2021). Prior to COVID-19, the prevalence of conditions and disorders relating to mental health was already observed, but after the different lockdowns from the pandemic, further growth – also among young people – has been registered, such that there is concern that it might become a public health crisis. (TheWhiteHouse, A Proclamation on National Mental Health Awareness Month, 2021, 2021). GSUSA has also been aware of this situation, and last fall, launched on its website, a section with materials dedicated to mental health, where it discusses different topics, like the increase in anxiety and suicide among girls, the return to bullying that might accompany the return to school, and its motto, "It's OK to Not be OK" (GSUSA, Raising Awesome Girls, n.d.); in fact, it has launched a mental health badge, which girls can earn after completing several educational requirements, which is also announced on the nonprofit's accounts on social networks. Mental Health Awareness Month would fit in very well with this new focus of GSUSA.

And secondly, there is the annual 16 Days of Activism against Gender-Based Violence, created by the Center for Women's Global Leadership of the University of Rutgers in 1991, and supported by thousands of organizations globally, including the United Nations (Rutgers, n.d.). *In support of this civil society initiative, the campaign by the Secretary-General of the United Nations UNiTE from here to 2030 (UNiTE campaign) calls on implementing global measures to improve awareness, boost promotional efforts and share knowledge and innovations (UNWomen, 16 días de activismo contra la violencia de género, n.d.).* This event takes place between 25 November and 10 December, that is, beginning with the International Day for the Elimination of the Violence against Women, and ending on Human Rights Day (Rutgers, n.d.). UN Women publishes multiple posts in this regard – in all languages used by said UN organization – every day in its different social network accounts, for the entire period, and even prior. Organizations from almost 190 countries participate in the campaign, including WAGGGS, precisely the organization that GSUSA is a member of. The content to publish during this event could be as colorful or impacting as that seen on GSUSA's platforms, as can be observed below:

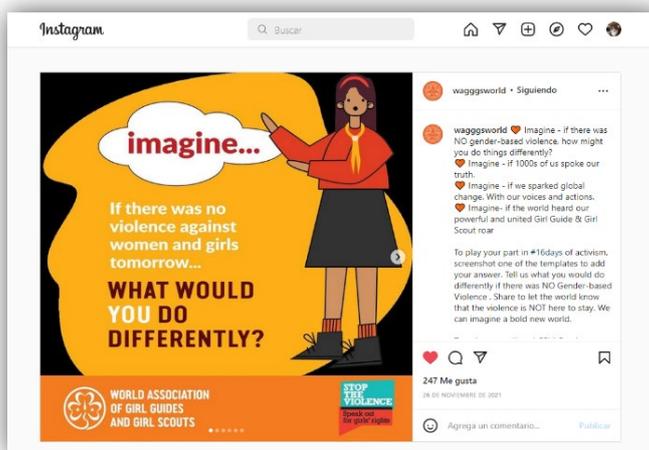


Illustration 23. WAGGGS Instagram post for the #16Days of activism against gender-based violence, November of 2021 (waggsworld, 2021)

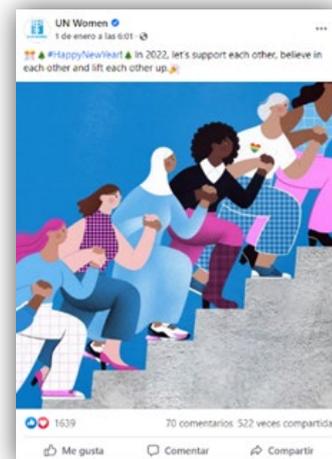


Illustration 24. UN Women post to encourage support among all women (UNWomen, #HappyNewYear! In 2022, let's support each other, believe each other and lift each other up. [social network post], 2022)

The first example, from WAGGGS, is about the 16 Days of Activism against Gender-Based Violence, and is designed to produce contemplation, conversation, and engagement. It is a content style that WAGGGS uses frequently in its social network posts. In comparison, the example from UN Women shows the values of the organization and emphasizes the importance of women supporting one another. The optimistic and well-intentioned nature of the message can also generate support in the form of engagement. In turn, it is in a very UN Women style to produce a strong effect, with simple and impacting images, together with short and direct texts.

For this [first] year of the social media plan, at least two of these events would be incorporated – one lasting the whole month of May, and the other from the end of November to the beginning of December – into the content to publish, in particular in the organization’s accounts on Facebook, Instagram, and Twitter (and possibly TikTok). And, according to the results of the audit on diversity and equity in the nonprofit, at least two more events could surely be added, relating to racism in the US or on a global scale.

At least one item of news or announcement would be posted each day on social media, during each campaign or event. That is, for the entire month of May, and even beginning somewhat before, created and/or curated content would be published daily regarding Mental Health Awareness Month. For the period from 25 November to 10 December, and even before and ending shortly after, created and/or curated content would be published daily with regard to the 16 Days of Activism against Gender-Based Violence. Aside from ensuring this publication rate and calendar, it would apply as a KPI the monthly, quarterly, semesterly, and annual monitoring of the same metrics regarding the other specific objectives and lines of action.

As for the **KPIs** and **metrics** corresponding to this third objective, to monitor engagement, both the engagement and applause rates would be calculated. Unlike the formula for the first metric (seen in subsection 4.b.), which includes all components of audience interaction with the posts, the applause rate only considers the number of likes in the numerator, as follows:

$$\frac{\text{Number of likes}}{\text{Number of followers on the platform}} \times 100 = \text{Percentage of the applause rate}$$

Thus, it would verify not only the evolution of the audience’s interactions, but also the proportion of specifically positive reactions to the publications. By setting the ambitious objective of doubling the nonprofit’s engagement rate in its social network accounts over the course of a year, it would be necessary to enter into this kind of detail, to establish the nature of the audience’s interactions, rather than unexplained gross figures.

iv. Launch of GSUSA on TikTok

Table 14. Specific objective 4. Launch of GSUSA on TikTok

Objective 4. Launch GSUSA’s presence on TikTok		
<b>This objective intends to increase the size of the nonprofit’s virtual community on its future TikTok account (though the nonprofit’s accounts on the other social media platforms would also be measured), to reach 10k followers after the first quarter, 15k after the second, and 45k after the first year.</b>		
Action	Platforms	Periodicity or dates
<b>Publication of videos from the nonprofit on the new platform</b>	TikTok, linked with the other platforms where the nonprofit is present	1-3 videos per day, increasing production over the course of the first semester

The fourth line of action corresponds to the objective of **launching GSUSA's presence on TikTok**. This would be the most innovative line, and would require certain material, time, and human resources specialized in producing the content to be published. This does not imply that the nonprofit should create truly professional products, but that it would need a team with a minimum of knowledge in creating videos with a sense of authenticity, designed to be viewed on a cellphone (vertical content), and to begin with informative, educational or active content, or that which produces surprise or thought (Shop, 2021). For this production, they would also need minimal physical resources, like cameras or cellphones with good-quality cameras (Carey, 2021), plus a tripod and support for the camera or cellphone, and lighting, like a ring light (Torres, 2021).

The objective of this line of action would not be to raise funds, but to launch GSUSA's updated presence on the platform, through storytelling, and in an apparently informal and experimental environment. A well-managed presence there, with its own and shared content, duets, challenges, hashtags, etc., could provide visibility and awareness or recognition of the organization and serve to increase its reach and bring it closer to top of mind. To this end, the nonprofit would need to choose a format, or several, to represent it, to use in the content to post on TikTok. Moreover, as with the other audiovisual content shared through GSUSA's different accounts on social networks, the videos published on TikTok could also be shared on Instagram, Facebook, and YouTube, for example.

One might recall that TikTok's target audience is still relatively young: more than 50% of users are under 32 years of age, and more than 41% are 16-24 years old (Chromy, n.d.). With such a large young audience – including the target audiences of this social media plan of girls and young parents – the nonprofit would need to ensure publishing attractive content for this audience as well, and not only for its older audience.

In this sense, a variety of contents could be used. In fact, on Instagram, GSUSA shares some of its own videos, and some from other content creators and even TikTokers, which provide an idea of the type of content that it would currently be willing to post. For instance, in the last month, aside from several animated videos, it has posted:

- a video shared from the @cbsmornings TikTok account (from 8 December 2021) from a video with National Youth Poet Laureate, Amanda Gorman
- an advertising video (from 9 December 2021) about a new line of the organization's sports clothing, with a young girl roller skating
- a video (from 16 December 2021) about a high-tech gingerbread house (with windows that light up, thanks to 300 lines of coding), built by engineer Dr. Abigail Edgecliffe-Johnson, as a model of the home of GSUSA founder, Juliette Gordon Low's birthplace
- a video (from 21 December 2021) of a 5-year-old girl snowboarding with confidence, her GoPro, and a tutu, with a narration along the lines of "no, Dad, I can do it by myself:"

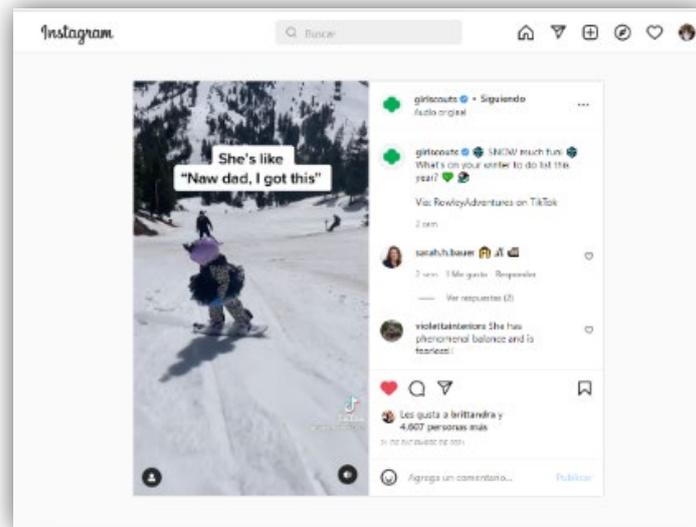


Illustration 25. Video of a little girl snowboarding in a tutu (girlscouts, 2021)

- a video (from 5 January 2022) of an adolescent Girl Scout explaining what Girl Scouting is and is not (Chapter 11. Appendix a.)
- and a shared video from the @amandascgorman Instagram account (from 7 January 2022) reciting her poem, “New Day’s Lyric”

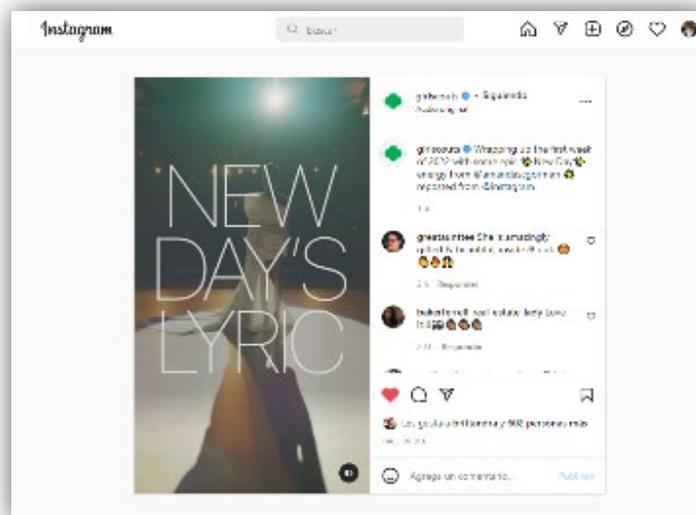


Illustration 26. Video of Amanda Gorman, New Day’s Lyric (girlscouts, 2022)

Other content that it could publish might include stories and sketches, short interviews and testimonials, segments of speeches, and informative, educational or entertainment materials.

Another important matter would be the publication calendar. Unlike the other online platforms, where a text superimposed over an image or the nonprofit’s logo might suffice as content to publish once daily or every other day, in TikTok it is recommended to post videos about three times a day for the best practice, which entails a significant time investment (Chromy, n.d.). It is also necessary to recall that, in general, though this might vary from one nonprofit to another, the best time for these organizations to post their content is usually Tuesdays and Thursdays

from 9am to 12pm (Sandoval, 2021). That said, TikTok has its own best time for posting, which can be observed below, with Tuesdays at 9am EST, Thursdays at noon EST and Fridays at 5am EST being the times with the highest engagement rates:

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	2 AM			5 AM		
6 AM	4 AM	7 AM				7 AM
	9 AM	8 AM	9 AM		11 AM	8 AM
10 AM			12 PM			
				1 PM		
			7 PM	3 PM	7 PM	4 PM
10 PM		11 PM			8 PM	

\*Best times to post as calculated by Influencer Marketing Hub after analyzing more than 100,000 global TikTok posts and engagement rates.\*

Illustration 27. Best time for posting videos on TikTok (EST), according to Influencer Marketing Hub (Hale, 2021)

It would begin by posting one video a day, gradually increasing production and publication to two videos a day after the first quarter, and up to three videos a day after the first semester, always confirming the team’s ability to maintain this production rate and adjusting the corresponding resources in case needs were observed. In this way, granted that it would be a potentially inexpert internal team, they would have the chance to adapt to the situation. Due to its format, TikTok metrics are centered into four groups: content, engagement, followers, and LIVE statistics (Hirose, 2021). In addition, the nonprofit would find itself there in a situation where it would literally be starting from zero. There would be no starting point, but it could be compared with – or taking as an example – other nonprofit organizations, which started to use the platform prior to the pandemic, as a tool to further their causes (Sandre, 2020).

Regarding the **KPIs** and **metrics** corresponding to this objective, they would mainly focus on the followers and their growth rate, which is calculated with the number of new followers gained over the course of the month, divided by the total audience; multiplied by 100, this yields the percentage of the growth rate, as follows (Shleyner, 2021):

$$\frac{\text{Number of new followers gained during the month}}{\text{Total number of followers}} \times 100 = \text{Percentage of the growth rate}$$

Knowing that it can gain a large following, it would start by establishing ambitious objectives for followers, like reaching 10k followers on TikTok during the first quarter, at least the same number as on its YouTube channel (~15k or a 50% increase over the previous quarter) after the first semester, and the same number as on its LinkedIn or Pinterest account (~45k or an increase of 200% over the figure from the previous semester) at the end of the first year. Other important TikTok indicators are likes (total and per post), views, time spent viewing (whether the person has seen through to the end of the video) and likes per view. In this case, it would begin by monitoring likes and views, which in turn, depend on the number of followers.

Once again, as in the cases of the other objectives and lines of action, monitoring would be performed of the metrics corresponding to followers (and the corresponding growth), the engagement rate (including followers, posts, likes, shares, and comments), posts per week, and hashtag use. It would be especially interesting to follow the evolution of the KPIs and metrics through the different accounts of the nonprofit in social networks, and particularly in comparison with its new presence on TikTok.

v. Set of Objectives and Their Respective Lines of Action

The following table summarizes the different specific objectives and their respective lines of action and measurable objectives:

Table 15. Objectives, actions, KPIs and corresponding measurable objectives

Specific objectives of the social media plan	Lines of action	Main KPIs	Measurable objectives from the line of action
<b>1. Create a link of interest and mutual support on social media with other organizations</b>	Content curation with hashtags from other nonprofits	Reach, engagement, SEO, SSoV, views	Increase reach by 40% (1 <sup>st</sup> semester) and by 60% (1 <sup>st</sup> year)
<b>2. Disseminate the nonprofit's news and collaborations on social media more actively and openly</b>	News and collaborations		Increase website traffic by 15% quarter-on-quarter
<b>3. Encourage external movements and events on social media explicitly and openly</b>	Support for external movements and events		Double the engagement rate on each social network with its presence, over the course of one year
<b>4. Launch the presence of GSUSA on TikTok</b>	Launch on TikTok and link to other platforms		Obtain followers: 10k after the 1 <sup>st</sup> quarter, 15k after the 1 <sup>st</sup> semester and 45k after the 1 <sup>st</sup> year

d. Channels and Media

Considering the different lines of action described above, it can be summarized that the present social media plan would mainly involve GSUSA's accounts on Facebook, Instagram, Twitter, and (in the near future) TikTok, and to a lesser extent, YouTube, LinkedIn, Pinterest, and the organization's blog. The only platform that would be entirely new for the nonprofit would be TikTok, and it would need to prepare for its launch there with a team capable of producing the intended content volume and quality.

In general, the presence of the organization in its different social network accounts would experience changes of an expanding and opening nature.

## 6. Management, Evaluation and Control

The more technical and organizational aspects will be covered in this chapter, from the team to the plan management, its monitoring and the budget necessary to carry it out.

### a. Team

The profiles that would best fit the new tasks implied in the present social media plan for the nonprofit would include professionals dedicated to content curation, community management, digital and social media, and video production, specifically for posting on TikTok. Though from outside the organization, the actual composition of GSUSA staff dedicated to social media is unknown, it seems that the nonprofit is creating a new communications, marketing, and social media team. Between October and December of 2021, the organization posted several listings on its webpage for internal employment.

These listings included, among others: Communications Coordinator, Digital and Social Media Associate, Digital and Social Media Manager, Social Media & Customer Care Associate, Social Media & Customer Care Coordinator, External Communications Manager, Marketing Manager – Membership & Recruitment, Corporate Communications Director, and Email Operations Director (GSUSA, Job Listings, n.d.).

Among the job descriptions, were several abilities and skills, tasks to perform and responsibilities to carry, though for the purposes of this plan, two would be missing: content curation and the production of content for TikTok [the Digital and Social Media posts requested strategies for the launching of the brand on said platform, but did not necessarily mention the production of the content itself].

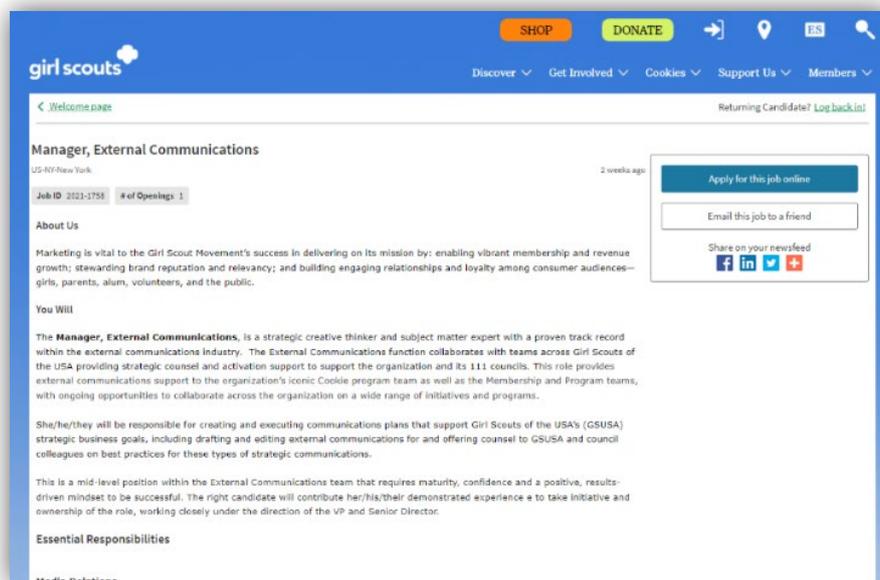


Illustration 28. Job description for External Communications Manager for GSUSA, December of 2021 (GSUSA, External Communications Manager, 2021)

Some of the people occupying these positions might be able to perform these tasks, such as the Digital and Social Media Manager, Digital and Social Media Associate, or External Communications Manager, and for this reason, it could be assumed that, among the members of the communications, marketing and social media team, there would be sufficient human resources to take charge of all this work internally, without having to hire an external agency.

## b. Management

For the purposes of this social media plan, the Communications Coordinator would gather GSUSA’s communications department, where the responsibilities for the different lines of action would be distributed among small groups, though there might be some overlap. The provisional distribution proposed, by lines of action, can be observed in the following graph:



Illustration 29. Image of a bench in the town of Lanesboro, Minnesota (EE.UU.) with the motto of one of the Girl Scout Journeys: "It's Your World. Change it!" year 2016 (Wikimedia, 2016)

The whole team would briefly meet every week, to share any important news or incidents, and in greater detail at the end of each month. A meeting schedule would be established for more comprehensive quarterly meetings, with the publication of the data and metrics corresponding to each line of action and its respective objective, plus the more generalized KPIs that would serve to complement and support. Meanwhile, the small teams assigned to each line of action would add these new responsibilities to their regular ones. These new tasks would require more work for the first and fourth lines of action, that is, for the content curation and launching of the organization on TikTok, because these would imply types of tasks that the nonprofit has not undertaken until now.

It might draw some attention that the associate level profiles have been assigned, on purpose, the task of the TikTok launch. This has been done, considering that said profiles might be a better fit – by age – for the young target audience that most uses said platform, and consequently, might have more experience in producing content for it. Conversely, the other profiles have been assigned two lines of action each, supposing another type of content and a lesser added workload, as compared with the video production. In any case, until the staff and their respective skills and experience were known, the most suitable format for managing the team charged with this strategy could not be confirmed.

## c. Monitoring and Evaluation

In order to assess how a project or plan of this nature is approaching its objectives, Key Performance Indicators (KPIs) are established, as are associated metrics, to gather and evaluate (Sandulescu Budea, 2017, pp. 79-82). The information collection and application of metrics for

the monitoring or overseeing of the four lines of action would be performed with a fixed schedule, each month, quarter, semester, and year. The results would be used to ascertain the progress of each line of action in light of its corresponding objective, and in turn, to verify whether changes in strategy might be necessary to better achieve said objectives.

The specific objectives, KPIs and metrics – plus three more general KPIs – have already been listed in their respective subsections, but there are numerous KPIs and metrics that could be used complementarily, as support for the social media plan. That is, an objective has been chosen to monitor for each line of action, but there are other relevant indicators, in case the team wanted to add them, to enrich the data. In this sense, the following generalized dashboard can be viewed, to summarize the objectives, lines of action, KPIs and metrics that would comprise the basis for the monitoring and evaluation of the present social media plan for GSUSA, plus some addition metrics that could be applied (Chen, 2021) (West, 2020) (Gogolan, 2021) (Hirose, 2021):

Table 16. Objectives, actions, KPIs and metrics, by platform

Specific objectives of the social media plan	Lines of action	Main KPIs	Metrics by platform						
			Facebook	Instagram	LinkedIn	TikTok	Twitter	YouTube	Google [Trends, et.al]
1. Create a link of interest and mutual support with other organizations	Content curation	Reach, engagement, trending, SEO, SSoV, views	Likes, shares, comments, mentions, reviews, impressions, share of voice, referral traffic, follower demographics	Engagement per follower, follower growth, comments, reach vs. impressions, hashtags, referral traffic, Stories metrics	Engagement, impressions, reach, clicks, demographics, follower growth, traffic	N.A.	Tweets, retweets, likes, favorites, comments, lists, mentions, hashtags	N.A.	Keywords, hashtags, mentions
2. Disseminate the nonprofit's news and collaborations more actively and openly	News and collaborations					N.A.		N.A.	
3. Encourage external moments and events explicitly and openly	Support for external moments and events					N.A.		N.A.	
4. Launch GSUSA's presence on TikTok	Launch on TikTok					N.A.	N.A.	N.A.	

It is worth noting the TikTok metrics, because this platform follows somewhat different rules than the rest, in part because there – when talking about the number of posts – *more is more*; the most important metrics can be summarized as: total number of videos posted, average engagement rate per post, evolution of the total followers (in a 30-day period), and percentage of the evolution of the followers (which measures the relative growth of the followers during that 30-day period), growth of the followers (which can even be measured by hours), growth due to hashtags, and use of hashtags (Payne, 2021).

Regarding the schedule to follow in monitoring the KPIs, the following timetable is offered, indicating the most important milestones, such as monthly and quarterly meetings, and the end-of-year evaluation:

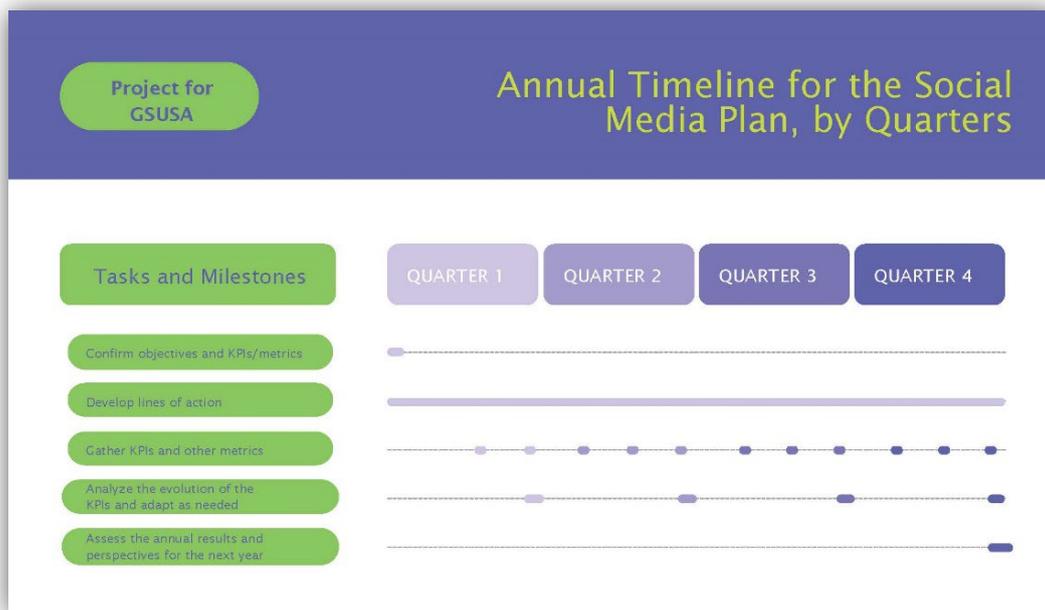


Illustration 30. Annual timeline for the monitoring and supervision of the KPIs in the social media plan

#### d. Budget and Viability of the Proposal

Assuming that GSUSA already has the human resources to carry out the present social media plan, it would not be necessary to hire a specialized communications agency, nor any other member for the internal communications team. However, it is quite likely that the organization would have to invest some money in tools and applications, for example, in order to perform the content curation line of action. It is also possible that the nonprofit would need to purchase some material resources, such as a camera or cellphone, tripod, and some additional specific lighting, in order to produce the videos to be posted on its future TikTok account. These would not have to be the most expensive options, but they should be good quality, so that the content produced would seem as authentic as possible, but without seeming too homemade. The corresponding budget would be as follows:

Table 17. Budget for the one-year social media plan

BUDGET FOR THE ONE-YEAR SOCIAL MEDIA PLAN				
Line of action	Description	Cost	Cost - 1 <sup>st</sup> year	Payment type
1. Content curation	Curation/listing tools	€0 to €300 per month	€0 to €3,600	Monthly
2. News and collaborations	N.A.	0	0	N.A.
3. Support for external movements and events	N.A.	0	0	N.A.
4. Launch on TikTok	Camera or cellphone	€300 to €1,300	€330 to €1,600	One-time payment
	Tripod with ring light and cellphone holder	€30 to €300		One-time payment

		Total, [1 <sup>st</sup> ] year	€330 to €5,200	
		Total, per month	€27.50 to €433.33	

As can be observed, the budget would depend largely on the organization’s willingness to invest, both in online tools to enable the content curation tasks, and in audiovisual equipment to produce the videos to post on TikTok.

## 7. Conclusions

The development of the present social media plan has entailed an exploration of a complicated situation, and the communications needs, of a nonprofit organization that is well-consolidated in the United States, which is of great personal importance for me, and which is currently suffering, partly due to an apparently deficient social media strategy. As a general rule, it carefully follows its scrupulous policies, also in the social network environment, which may also have unintentionally encouraged these closed-natured circumstances, where the organization publishes mostly content of its own creation, or at least, content that is directly related to its activities or participants. GSUSA, as a nonprofit dedicated to encouraging female leadership, has spent years changing its programming, adapting to the sociocultural changes in the United States. Even so, it has also spent years with losses in membership, in the number of participating girls and volunteers, in part because it does not take advantage of its online presence to disseminate its improvements or its mission beyond its already-established community.

The objective of this professional project has stemmed from this situation and has consisted of the development of a strategic social media plan designed to communicate this information in a generalized manner, to the nonprofit’s target audiences, through its social network accounts, to reverse the decreasing trend in registration. In order to achieve this objective, it has first been necessary to conduct a detailed study of the organization’s current situation, and of its online presence and positioning. This has included, on the one hand, its graphic and corporate image, its mission and values, its environment of operation, and its competition. On the other hand, it has implied delving into GSUSA’s actions on social networks, together with an initial view of the metrics that most objectively describe its online situation and make it comparable with other organizations of its environment (in a case of benchmarking).

Although the formats and content that the nonprofit publishes on its social media networks are technically appropriate, they do not fully reflect the open and collaborative perspective that officially characterizes the organization itself. For this reason, the present social media plan proposes several lines of action dedicated to introducing open and collaborative content, to publish along with its regular posts. From content curation to the explicit support of likeminded organizations, movements and events, and the launching of the brand on such a popular platform as is TikTok, the plan encourages it to connect proactively with the world around it.

As can be inferred from the nonprofit’s website, it is forming – or reconfiguring – a communications, marketing, and social media team. If this is, in fact, the case, now it should be exploring new ideas to update itself on social networks, among other things, and for this same reason, it would seem the best time to propose a strategy in this regard. In order to attract new participants and their families, it needs to break loose from the burden of a limited, outdated and largely erroneous image. It has become clear that its current communications strategy has not achieved this. An organization that prepares girls to become the leaders in their respective future sectors needs to grant visibility to the message of its mission and its values to the general

public, to effectively reach its target. To this end, it needs to adopt an especially and actively open attitude. If the organization was not previously convinced of this need, it is clearly becoming aware of it, as can be viewed in a recent post by the nonprofit on Instagram, where it shares the publication of one of its own participants from TikTok, where the young girl affirms what Girl Scouts is, while debunking what it isn't. She explains that "girl scouts is not just for little girls... it's not just selling cookies... girl scouts are strong leaders, entrepreneurs, engineers, and more!" (girlscouts, Raise your hand if you're ready to reach for the stars this week! [social network post], 2022).

With its latest actions online, from the publication on its website of several listings for job postings relating to communications, to the posts that it publishes on social networks, it can be understood that this nonprofit is aware and prepared to incorporate new formats and content, to cultivate a much more proactive and open presence online. The present social media plan provides a direction to take, in order to take advantage of it and use it to reach its target audience far beyond its previously established community. With this, I hope to invert the decreasing trend in registration that it has suffered for too many years already, so that it may prosper again, and fully dedicate itself to its mission: shaping the [female] leaders of tomorrow.

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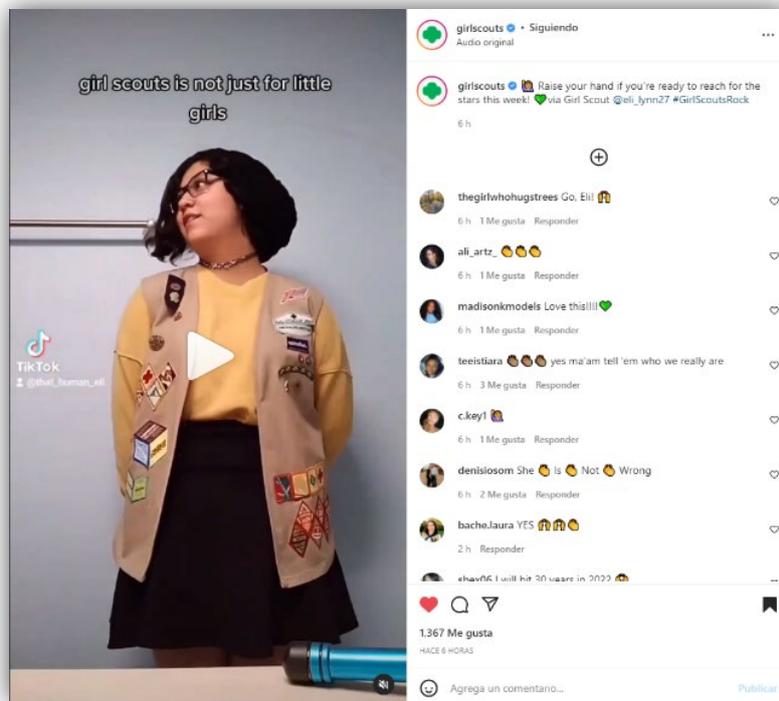


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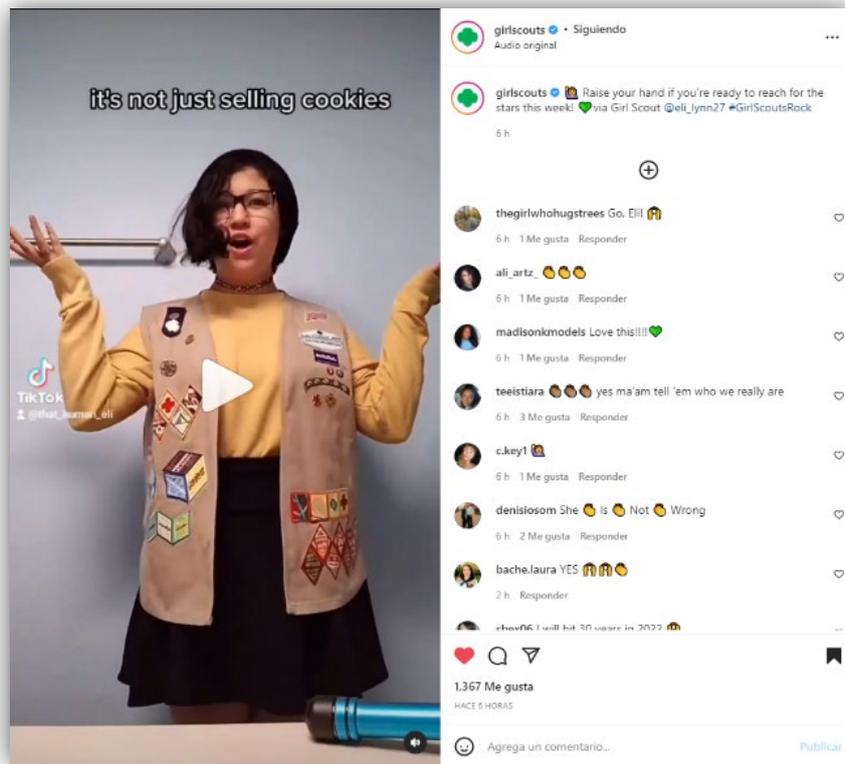


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- b. Social Media Plan Proposal for GSUSA (written in English, as this is the main language of the organization)



## **Social Media Strategy Proposal for Girl Scouts of the USA**

**Actively Expanding the Organization's Reach Online, through Open Content, Untapped Formats, and Trending Platforms**

1

### **Index**

1. Overview
2. General and Social Media Objectives
3. Lines of Action
  - a. Content Curation with the Publication of Shared Content
  - b. Publication of GSUSA News and Collaborations
  - c. Publication of Support for External Movements and Events
  - d. Posting of GSUSA videos on TikTok
4. Project Calendar
5. Project Budget
6. Conclusions

2

## 1. Overview

Girl Scouts of the USA (GSUSA) is a consolidated non-profit organization dedicated to empowering girls and young women to become the leaders of tomorrow. For over a century now, it has provided girls with the intellectual, experiential and psychological tools necessary to make the world a better place, and it is of the utmost importance that it be able to continue to do so.

In recent years, GSUSA has suffered from declining enrolment, and this has had a negative impact on its functioning and perspectives for the future. Until now, the organization has used its social media presence fittingly, following the highest of standards and ethics, to inform and motivate its community. However, we believe that it has not yet effectively implemented those content formats and platforms that would best help it to expand its reach to its target audience outside of that consolidated community.

The present social media strategy and plan is designed to help GSUSA expand that reach, to open it up to a much larger target audience, and in turn, to reverse the downward trend that it has experienced in membership for so many years.

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## 2. General Objective and Social Media Objectives

### General Objective

Convey all the messages, activities and mission of GSUSA through the most appropriate platforms, to *expand its reach* to targets beyond its established community, and update and reinforce the image of the organization as viewed by the general public. This is based on the idea that improving and expanding its recognition will grant it more visibility and prominence, attract more potential members, and reverse the losses suffered in recent years.

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## 2. General Objective and Social Media Objectives cont'd

### Social Media Objectives

- Incorporate >30% of curated content into the GSUSA social media mix, to improve the *notoriety* of the organization through a 40% increase in *reach* the first semester and a 60% such increase over the first year
- Equal or surpass the number of all posts published by collaborators about GSUSA news and collaborations, to grow *website traffic*, with a 15% quarter-on-quarter increase over the first year
- Post related, supportive content every day during Mental Health Awareness Month and the 16 Days of Activism against Gender-Based Violence, to double the current social media *engagement* rate for the organization over the first year
- Launch GSUSA's presence on TikTok with 1 video per day for the first quarter, 2 for the second quarter, and 3 per day for the second semester, to have 10k *followers* the first quarter, 15k the second, and 45 at the end of the first year

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### 3. Lines of Action

We would like to propose the following four lines of action, to help achieve the social media objectives established:

- a. Content Curation with the Publication of Shared Content and Prominent Use of Hashtags
- b. Publication of GSUSA News and Collaborations
- c. Publication of Support for External Movements and Events
- d. Posting of GSUSA videos on TikTok

6

#### 3. a. Content Curation with the Publication of Shared Content and Prominent Use of Hashtags

Up until this point, GSUSA has traditionally published a majority of created – rather than curated – content. When it has shared content from other sources, it has been directly related to the Girl Scouts.

The idea behind this line of action is for GSUSA to begin curating content, or content creators, that it supports, but that is/are not necessarily directly related to the organization. By doing so, it will open itself up to the target audiences of peer organizations, or peer movements, and especially if it makes a prominent use of hashtags for those other organizations and creators.

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#### 3. a. Content Curation with the Publication of Shared Content and Prominent Use of Hashtags cont'd

The following are two types of content that GSUSA could curate, because the organization supports the content itself, the content creator, or both:



Source: [GDCSM-FemaleAthletes-Report.pdf](#) (seejane.org)



Source: UN Women (@unwomen) • Fotos y videos de Instagram

### 3. b. Publication of GSUSA News and Collaborations

One type of content that GSUSA has not seemed to take advantage of is its own news and collaborations with peers or partner organizations. By actively and openly publishing this kind of material across its different platforms, the organization will provide substantially more positive publicity for actions, activities or events that otherwise might go unnoticed. One such case is a recent collaboration that the F.B.I. tweeted, but which GSUSA did not publish nearly as visibly.



Source: (2) FBI on Twitter, "#DOYK the #FBI has partnered with @girlscouts to teach girls and young women about careers in science, technology, engineering, and math? Visit <https://t.co/W3KJmYU1A> to learn how our #partnership supports the development of the next generation of #STEM leaders." / Twitter

### 3. c. Publication of Support for External Movements and Events

As a secular, apolitical organization, GSUSA is extremely careful and diplomatic, and often shows its support quietly or internally, or even not at all. There are cases that should be safe and appropriate enough to show its support openly, however, and we have found two such opportunities:

- *Mental Health Awareness Month*, celebrated during the month of May, and endorsed by the current President of the United States
- *16 Days of Activism against Gender-Based Violence*, celebrated from November 25<sup>th</sup> through December 10<sup>th</sup>, and actively supported by UN Women and WAGGGS

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### 3. c. Publication of Support for External Movements and Events cont'd



Source: *A Proclamation on National Mental Health Awareness Month, 2021* | The White House



Source: *16 Days of Activism against Gender-Based Violence | What we do: Ending violence against women and girls: Take action | UN Women*

### 3. d. Posting of GSUSA Videos on TikTok

We are aware that GSUSA is already planning to launch its own TikTok account, so we will merely make our recommendation of working up to a 3-a-day posting schedule, accompanied by an Instagram post by the same organization, and that came to our attention, appreciating the TikTok publication of a Girl Scout.



Source: Girl Scouts (@girlscouts) • Fotos y videos de Instagram

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### 4. Project Calendar

The present social media strategy/plan is designed to be implemented over the course of one year, to be adapted as needed at any time, and extended indefinitely, if it is deemed to have a sufficiently positive impact on GSUSA's social media presence, and on its real-life standing.

The corresponding publication schedule will vary from one month to the next, due to the largely irregular nature of some of the content. However, it will include monthly, quarterly, six-monthly and annual monitoring, metrics and evaluation.

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### 4. Project Calendar cont'd

The following calendar is an approximation to the expected calendar for the first semester of the year 2022, with a very similar appearance to that of the second semester.



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#### 4. Project Calendar cont'd

The following calendar is an approximation to the expected schedule for the monitoring plan for the entire year plan, by quarters.



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#### 4. Project Budget

The proposed budget for the social media plan for the first year of implementation is as follows, with variations according to the organization's own corresponding budget restrictions:

BUDGET FOR THE FIRST YEAR OF THE SOCIAL MEDIA PLAN				
Line of Action	Description	Cost	Cost of First Year	Payment Format
1. Content Curation	Content curation tools/lists	From €0 to €300 per month	From €0 to €3,600	Monthly
2. News and Collaborations	N.A.	0	0	N.A.
3. Support for External Movements and Events	N.A.	0	0	N.A.
4. TikTok Videos	Camera or smartphone	From €300€ to €1,300	From €330 to €1,600	One-time
	Ring light with tripod, mount (for camera or smartphone) and accessories	From €30 to €300		One-time
Total, first year			From €330 to €5,200	
Total, per month			From €27.50 to €433.33	

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#### 5. Conclusions

Girl Scouts of the USA is a remarkable organization, responsible for providing millions of girls with an invaluable leadership experience, and society with millions of leaders.

We have designed this social media strategy to help such a respected organization increase its reach to the target audience not yet actively addressed: that which lies beyond its established community. This will require loudly and actively opening its doors, actually stepping outside, and escorting that target audience in.

Without a doubt, GSUSA will be able to take those steps, knowing they have been prepared with security in mind, and in the hopes of enabling it to turn its social media presence into a tool that will reverse the membership woes that have plagued it for far too long.

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Thank you.