



Emerging
Leaders
DeKalb

Recruitment Plan for ELD

By: MeaResea Homer

Summary

This recruitment plan is designed to garner potential candidates and nominees for Leadership DeKalb's Emerging Leaders Program. In this plan, the target audience is defined and studied to find the most useful marketing strategies for nonprofit organizations. Several market strategies are presented including detailed content and how those content pieces will be shared. Other factors considered in this plan are also specific concerns for the new group of leaders that we are targeting for recruitment. This plan also includes my final recommendations for ELD recruitment.

Outline

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Our Target Group

EMERGING LEADERS ARE...

interested in being community leaders



They've shown strong volunteer activity.

They also may have an interest in public office.

They are considering, have considered, or maybe even are already members of a board.

Ages 25-34

MOST OF THEM ARE MEMBERS OF THE MILLENNIAL GENERATION.



74.6

HOURS ARE SPENT ON MOBILE APPS PER WEEK FROM THIS AGE COHORT.

ROUGHLY 16.7% OF RESIDENTS IN DEKALB ARE PEOPLE IN THIS TARGET GROUP



Involved Citizens

THEY KNOW THAT THEY CAN'T CHANGE DEKALB WITHOUT THE FULL EXPERIENCE.



What Engages Young Leaders?

1. Things that matter to them.

Individuals in this age group like products and services that they feel have authenticity. Products and services that are loud and flashy do not appeal to them, and neither do advertisements of the same nature. When investing their money into services, especially those that pertain to community advancement, they want to feel like they are a part of something that will render change.

2. Civic and political issues.

This cohort is the largest group of social media users. In using social media, they use many of their accounts to talk about civically and politically influenced issues. In a study done by The Pew Research Center, 66% of these individuals have directly spoken out, or somehow engaged in activity related to some sort of civic or political issue using their social media account.

3. The environment.

Many individuals in this age group, generally more than any other age group, have reasonable concern for the environment and green issues in their communities and for the world.

These are all interests in which Leadership DeKalb addresses in the Emerging Leaders Program with the program days and Thought Leadership Accelerator (TLA).

Key Focus Area

Obtaining A More Inclusive Demographic in the ELD Program

The majority of the county identifies as Black (DataUSA).

- 54% Black
- 29% White
- 8.55% Hispanic
- 6.12% Asian
- 1.84% Multiracial

In developing a better community for everyone, it is important to have representation of all groups. Leadership DeKalb understands the importance of this. These are ways in which we can try to market ourselves to all parts of the county.

- Send out emails or other forms of communication to organizations that represent diverse racial and ethnic groups in the county. Some places to think about include:
 - College and Alumni Associations
 - Young Professionals Networks in companies and community organizations
 - Chambers of Commerce
 - Rotary Clubs
 - Junior League of DeKalb
 - Exchange Club
 - Kiwanis Club
- Encourage alumni members to nominate people that they know would be exceptional candidates.

- During the last session for the ELD and core program, this could be addressed in the closing remarks. We want to really emphasize the importance of alumni members to nominate other candidates.
- Clarify the need for all kinds of candidates in our advertising/promoting.

Marketing Strategies

Jackson Spalding Pro-bono Opportunity

Jackson-Spalding is a well-known and respected marketing and communications company in Atlanta, Georgia. It is with extreme gratitude that they offered pro-bono services for our organization by helping us market to potential candidates for the ELD program. Specifically, they helped us develop key messaging for the program.

Through a focus group held in mid-July, we came up with some key-wording to emphasize and keep in mind when marketing for the program. To sum up the words from the focus group, Emerging Leaders of DeKalb can be described as:

“The only leadership program for young professionals ages 25-34 in DeKalb County who value civically-charged community engagement, and opportunities for networking with other like-minded individuals in an era of too many demands, divide, career crossroads, complacency, and status quo.”

One of the largest concerns discussed in the focus group was the distinction of ELD from the core program. It is important that we establish autonomy for ELD from the core program. Some critical points to address while marketing include possibly 1) *Redesigning the ELD logo*. We learned that some people didn't easily notice the distinction between the logo from the core program and ELD. This is important to consider since 84% of all marketing communication has been predicted to be visual by 2018 (Webdam) which

means we have to establish our brand visually. 2) *We need to clearly communicate that the program days for the core program are intentionally different from the program days of ELD.* This is to ensure the two programs are unique experiences. 3) *This is not a professional development course.* This was actually brought up as one of our strong points as far as distinguishing us from other leadership programs--we actually focused on the leadership aspect and not what improvements can be made in someone's professional development. Also communicating this to candidates and potential nominators will better help our brand and better define the program.

Direct Communication Execution

Several individuals, community organizations, and other programs for young leaders in DeKalb were considered. The places mentioned in the Key Focus Area section of this plan are the places that will receive the bulk of our direct communication.

Direct communication about the ELD program will most likely be done via email. Therefore, it is important to include the key message from the focus group as laid out in page 6.

Providing the direct link to the ELD website page along with our social media should also be included in the email message. A visual, such as one of the testimonials, would also add an eye-catching feature to the information presented to our target audience.

The Social Media Execution

LinkedIn

In the description of the Emerging Leaders of DeKalb, we describe our target group as “young professionals.” LinkedIn is the primary source to gain interest from our target audience.

Advertising

There are two ways to advertise in LinkedIn--self-service and managed campaigns. Through self-service you create the message, track progress, and run campaigns yourself. With managed campaigns you work with a certified team of experts via LinkedIn who help you campaign to your target group and even help with optimization.

After choosing one of these options, you choose the ad format, create the ad, target your audience, and set the budget. You can choose to bid on cost-per-click (CPC) or cost-per-impression (CPM). It is best to use CPC when the click is directly related to a conversion, like a webinar registration or lead capture. CPM is more useful for raising brand awareness.

Non-advertising

LinkedIn works similar to Facebook when it comes to sharing posts. If connections comment and interact with posts, outside connections can view the posts. For LinkedIn, it may be best to encourage our followers and friends on other social media platforms to connect with us and provide content that is worthy of user interaction (getting our connections to like, comment, or share our posts).

Facebook

When users post on Facebook, outside users (people who are not your friends/followers) can see your posts when others comment, react, or share our posts. One of the best tactics for Facebook is to engage user interaction. Some common mechanisms for engaging user interaction:

- Encourage followers to comment on a post. This will potentially increase our audience if the person who comments allows their friends to view what they interact with.

Example: Did you know that DeKalb County School System educates more than 101,000 students at 137 schools with more than 14,000 full-time employees and 6,000 teachers? That's probably some information that was picked up from our Education Day. What was your favorite part about the Education Program Day? Comment below!

Promotions

To promote on Facebook, you have to first create the advertisement using the Ads Manager. In the Ads Manager:

- Choose an object (brand awareness or reach)
- Customize the audience (gender, age, location, language, connection type, etc.)
- Set the budget and duration
- Set up the appearance of the ad itself
- Publish

As far as cost for advertising through Facebook, some methods require you to spend a minimum amount. You can pay for either an overall amount spent or for cost of each result you get. It can also be narrowed down to how much you would like to spend on a certain campaign or how much you would like to spend for all campaigns.

Instagram

Non-promotions

Unlike any of the other social media platforms mentioned, it is not as easy to share content with non-followers via Instagram (IG). When people use IG, they are limited to seeing posts from people they follow when they are viewing their main feed. However, there are ways for users to see posts from accounts that they don't follow and that includes following hashtags, looking through their explore page, and looking through their "Following" tab in their notifications section. IG algorithms are highly tailored to user's post interactions. In other words, if you follow, like, or comment on pages that sell handmade bags, your explore page will show you a lot of other accounts that make or sell handmade bags. To view content that your followers are engaging in (liking or commenting) users have the option to go to the "Following" tab in their notifications. Using hashtags in your posts are probably the most useful method to gain followers and attention to your brand.

Promotions

Promotions through Instagram are much more accurate than any other social media platform. Users are 2.5% more likely to tap on an Instagram ad than ads on Twitter or Facebook (ThriveHive). In order to create promotional content on IG:

1. Create a business page and profile through Facebook
2. Set up ad with Ads Manager
 - Choose the demographic by location, age, gender,
3. Determine the budget
 - The more money you spend and the longer you run the ad (for up to 30 days) the larger the audience you will reach.

4. Publish

Because you are limited to the followers that you have on Instagram, using promotions gives a better chance of reaching a wider audience.

Twitter

Non-promotion

User interaction is a powerful tool when using Twitter. In fact, it may be the easiest way to gain followers or attention to your brand as long as you produce quality content. Due to its open-nature of sharing information through retweeting, favoring, and using hashtags, it is fairly easy for users to view a good percentage of information from accounts that they do not follow.

Promotions and Twitter Ads

There are two kinds of marketing techniques in Twitter: Promote Mode and Twitter Ads. With Twitter Ads:

1. Select the type of campaign to promote. Quick promote, followers, tweet engagement, website clicks, app engagement, video views, and awareness campaigns are types of promotions that Twitter does.
2. Set your budget and duration.
3. Select your target audience
4. Start your campaign

The pricing of Twitter Ads works in three different ways: The Twitter Ads auction, Ad score, and bidding. With the auction, you are competing with other businesses to have your ad shown to users of the same target audience. If the user completes the billable action (i.e. taps on the website link) you are charged for the impression. Ad score considers the quality of your ad. For each ad you put out, it will be given a quality score based on resonance, relevance, and recency. Lastly, Twitter has three different bidding options; automatic bidding automates your bids to get the best results at the lowest

price; in maximum bidding you choose exactly how much you are willing to pay for a billable action; and in target bidding you name the bid that you would like to pay with each billable action.

Promotion Mode:

- The first ten tweets from the account pass through a filter that targets your selected audience. The first tweets of the day will typically receive the most promotion.
- Promote Mode will also run a Promoted Account campaign which will increase your reach, attract visitors to your profile, and add followers interested in your brand. On average, accounts will reach 30,000 additional people and add 30 followers each month.
- This has a flat price rate of \$99 a month.

Television and Other Media Outlet Execution

DCTV23

DCTV23 is television program on Comcast Cable Channel 23. The channel is “dedicated to bringing you news, services and events uniquely focused on DeKalb County.” Leadership DeKalb’s most recent video can be used, along with an extra portion of the video addressing the need for participants in the ELD program.

Newspaper

Marketing our program through written communication can also be a good means of reaching a broader audience. There are three media outlets that I believe Leadership DeKalb will benefit from for recruitment for the ELD Program:

- AJC
- Emory Wheel
- The Champion Newspaper

Featuring stories that emphasize ELD experiences and the impact of the TLA projects are a good start for pitching potential content to these media outlets.

The Content

Emerging Leaders Direct Impact on the Community Through Thought Leadership Accelerator

Focusing on what tangible and effective things that are produced from the ELD program, displaying the TLA projects will show potential candidates and nominees the concrete work of members in the program. In whatever way we decide to communicate the ELD program, there are several key messages and points to market to our target audience. Advertisement messages on social media will definitely play a key role. An example post is shown below.

Example: On a single night in January 2017, 460 persons experienced homelessness in DeKalb. Members of the ELD's 2018 Class invited several DeKalb entities to inform them of the Homeless Management Information System (HMIS) and Coordinated Entry. They are both databases that confidentiality collect information about the homeless population. All the entities present seemed to be interested in gaining access to the databases. What will you do with your leadership skills during your time in the Emerging Leaders Program? Apply today to find out!

Example: No business can compete in today's market without having a strategic global engagement plan. Businesses within DeKalb County are no exception. What better way to market DeKalb County than to create a website showing all the great aspects of the county? That is exactly what the Economic Development group did for their TLA project with the Emerging Leaders Program. Now, all businesses with an interest in the DeKalb County area have a general insight of what the county has to offer for them.

Program Day Features

Because the program days are the main component of the ELD program, it is imperative to continue featuring these days in our marketing strategies. Executing this strategy would include pictures from the program day and an infographic giving details about the program day.

Alumni Testimonials

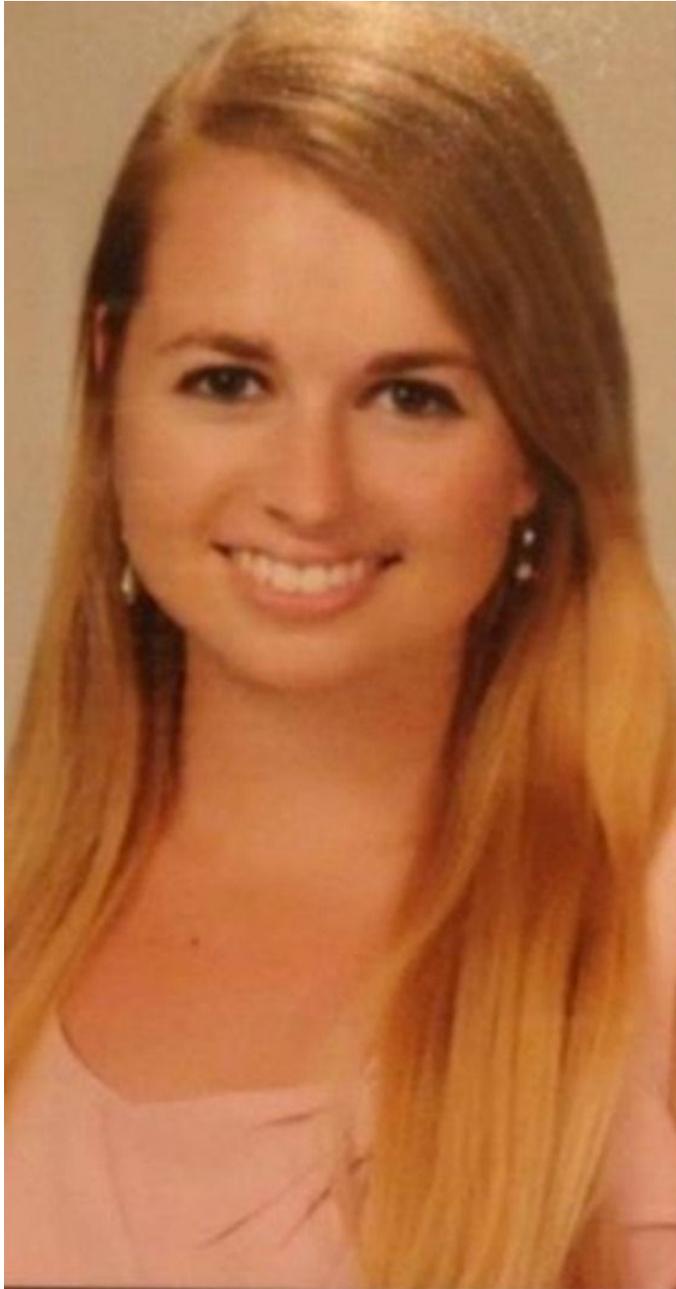
One of the most valuable sources of information comes from direct sources. Using the words from alumni members in the ELD program will provide potential candidates and nominators with a more direct insight of the experiences from people who have participated. This testimonial was posted to the Emerging Leader's Instagram, Facebook, and Twitter accounts.



"The ELD program was an amazing opportunity for me to continue to cultivate my leadership skills, while also forging lasting friendship and network connections. It was also instrumental in helping myself and my like-minded cohort find solutions to issues within the county that we live, work, and play.."

Sara Hall '18
Medical Social Worker
Grady Memorial Hospital





Being part of the inaugural class of Emerging Leaders of DeKalb was a once-in-a-lifetime opportunity. Not only did I develop my leadership skills and professional network, but I made lifelong friendships with the most giving, thoughtful, entertaining, and impressive individuals!

Brianna Rindge '17

Senior Planner
City of Doraville





"The Emerging Leaders of DeKalb experience was an experience that has really transformed my way of thinking. As a non-government employee and current homeowner in DeKalb County, this program has really opened my eyes to a lot of operational task the county is faced with on a day to day basis. The ELD program provided us program days which allowed us to listen, and interact with community and business leaders from across the state of Georgia. I graduated from the program with a host of new life long friends and professional contacts. I highly recommend this program for any resident of DeKalb and or DeKalb County Employee."

James Rhinehart '18
E-Commerce Manager
Halco Lighting Technologies



Recommendations

There was a wide-range of marketing strategies presented in this plan. From the strategies presented, the following methods are my recommendations for recruitment of ELD.

With social media advertising, we suggest doing a combination of creating posts that will increase follower engagement and creating posts specifically to be advertised. LinkedIn and Instagram are social media platforms that we recommend--LinkedIn since we can for sure find our target audience there and it is the account with the least amount of followers, and Instagram due to its high accuracy of matching ads with the best fit users.

Estimated Costs

LinkedIn: This may vary because we can set our own price. we recommend spending around \$50 as a starting point. A limit can be set each day until the \$50 has been used up.

Instagram: This may vary, but a good starting point would be \$30 for a 30 day ad run. The post will reach roughly 2,300-5,900 people.

It would be a valuable tool to create a video for the ELD class, however time may not permit the completion of this video in time for recruitment for the new class, but this option should be taken into consideration.

Estimated Costs:

Running a video on DCTV23 is free of charge, however creating another video for the ELD class will mostly likely cost the same amount of money that was required for the Leadership DeKalb video with class alumni. Another option in

accordance with making a video would be posting the video to our YouTube channel and sharing the link via social media, which could be another source of content for our social media posts. Video is almost 10 times more likely to engage customers than text alone (Webdam).

Sending information directly to potential candidates and nominators is a free and easy option for garnering recruitment for the ELD program. We suggest that we find the contact points for the young professionals programs discussed in the Direct Communications section of the plan and start the process there.

We also recommend doing a “road show” where alumni members and board members would speak about the Emerging Leaders program to their organizations, especially to the target group of people within these organizations. This will help leverage both our alumni and board members to speak about the ELD program.

As a final recommendation, we should consider sending a pitch story to media outlets. This is another form of communication that is not necessarily social media based, and will potentially reach candidates that we may have otherwise missed.

Resources

Civic Engagement in the Digital Age - Aaron Smith

<<http://pewinternet.org/2013/04/25/civic-engagement-in-the-digital-age/>>

ComScore

<<https://www.comscore.com/Insights/Data-Mine/25-34-Year-Olds-are-the-Heaviest-Mobile-App-Users-in-US>>

DataUSA

<<https://datausa.io/profile/geo/dekalb-county-ga/>>

Developing Effective Citizen Engagement: A How-To Guide for Community Leaders - Allan Bassler, Kathy Brasier, Neal Fogle, and Ron Taverno

Facebook for Business

<<https://www.facebook.com/business/news/page-promotions-terms>>

<<https://www.facebook.com/business/help/201828586525529>>

Instagram for Business

<<https://business.instagram.com/advertising/>>

ThriveHive

<<https://thrivehive.com/how-much-does-it-cost-to-advertise-on-instagram/>>

Twitter for Business

<<https://business.twitter.com/en/help/twitter-promote-mode-help.html>>

<<https://business.twitter.com/en/help/campaign-setup/campaign-targeting/gender-and-language-targeting.htm>>

<<https://business.twitter.com/en/help/campaign-setup/campaign-dates-and-budget.html>>

<<https://business.twitter.com/en/help/overview/ads-pricing.html>>

<<https://business.twitter.com/en/help/troubleshooting/bidding-and-auctions-faq.html>>

Webdam, "7 Deadly Sins of Social Media Marketing"